



**Biennial Strategic Plan  
Academic Years 2002-2003 and 2003-2004**

**Progress Report, September 2003**

The final version of the Biennial Strategic Plan was published and distributed in December, 2002. That document communicated the superordinate goals and objectives of the university to its employees, students and interested parties. This Progress Report describes actions that have contributed to obtaining these goals. It contains the combined reporting of all of the organizational units of Southwest Minnesota State University. This document contains broad statements that are indicative of the actions that have been or are being taken. **Supporting documents that contain much greater detail are available in the offices of the Vice Presidents and in the office of the Provost.**

The format of this Progress Report is consistent with the original planning document (**Biennial Strategic Plan, 12/2002**). Goals and objectives are in the first column on the left. Underneath these statements are the reports provided by each of the units that are involved in achieving these goals. The reporting unit is in bold typeface and the narratives are provided verbatim from the responsible organizational unit.

The second column demonstrates the integration of our institution with the 17 actions found under the six priorities of the current MnSCU system plan. Most of the SMSU actions have close parallels with the goals of MnSCU. The MnSCU priorities can be found online at: <http://www.mnscu.edu/System/Chancellor/AnnualWorkplanSum02-03.html>

The third column lists the department(s) at SMSU that will be involved in reaching the objectives that were documented on Strategic Planning Day, 9/18/2002. Actions that can be consummated within two years are within the scope of short term planning. This will be the case for most of the following.

<b>Strategic Objectives by Goal</b>	<b>MnSCU Action Items</b>	<b>SMSU Department Responsibilities</b>
<p><b>Goal One.</b> <i>SMSU will continue to be the higher education institution of first choice in Southwest Minnesota.</i> The <b>INPUT</b> Goal.</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> <li>1) Offer high quality academic programs.</li> <li>2) Improve communication between SMSU and its publics.</li> <li>3) Market SMSU effectively.</li> <li>4) Increase SMSU enrollments.</li> <li>5) Cultivate relationships with employers.</li> <li>6) Emphasize and advertise more opportunities to regional junior high and senior high school students.</li> </ol>		
<p>Focus on Enrollment, Retention, and Financial Aid for the next two years.</p>		



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<p>will be available by the end of Fall 2003.</p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• The campus is close to meeting its target of 600 first-time freshmen.</li> <li>• The retention rate for the 2002-03 freshman class is not yet available</li> <li>• Established a new goal of 12.5% of admissions from other countries</li> </ul> <p><b>Director of Enrollment Services:</b></p> <ul style="list-style-type: none"> <li>• Fall 2003 freshman enrollment will be 580 students</li> <li>• Admitted students not accounted for are being called and may result in the goal of 600 being met</li> <li>• Two retention groups are dealing with overall issues and student specific issues</li> <li>• Five retention subgroups have been established for further study and follow up. Their charge: <ul style="list-style-type: none"> <li>▪ Distribute religious preference lists to local churches</li> <li>▪ Encourage local churches to welcome new students</li> <li>▪ Find options for those with no church available in Marshall</li> <li>▪ Work with the deans to change the structure of freshman classes to include event participation: Athletic/fine arts/cultural, etc.</li> <li>▪ Develop letter from Dr. Lou to the parents of incoming students explaining how they can help with retention</li> <li>▪ Involve Chamber of Commerce in program to enhance ties between the university population and the community.</li> <li>▪ Encourage club presidents to actively use the list of interested new students</li> </ul> </li> <li>• Recruitment of underrepresented populations has been ongoing <ul style="list-style-type: none"> <li>▪ SMSU has hosted several groups of Upward Bound students from Rochester, St. Olaf, 2 from Sioux City, IA, Twin Cities groups</li> <li>▪ Younger groups (grades 9-11) have been added to the recruitment database</li> </ul> </li> </ul> <p><b>International Student Services:</b></p> <ul style="list-style-type: none"> <li>• MnSCU has become aligned with an International Recruiting Agency</li> <li>• Anecdotal assessment with incoming students indicate that our cost and quality of the website and the ease with which they can get academic information are critical in their selection of our university.</li> <li>• Retention efforts for the diverse students: <ul style="list-style-type: none"> <li>▪ Enhanced orientation</li> </ul> </li> </ul>		

Strategic Objectives by Goal	MnSCU Action Items	SMSU Department Responsibilities
<ul style="list-style-type: none"> <li>▪ Work with the University Community to recognize needed changes in work applications, financial obligations and other situations that have arisen due to changes from the Department of Homeland Security</li> <li>▪ Concentrate efforts in the first two weeks of classes to get students connected to the university and to other students</li> <li>▪ Develop structural “flags” for dropping classes—i.e. notification of our office when students drop classes</li> <li>▪ Connect students to academic, financial and social resources</li> <li>▪ Effect of 9-11 attacks and Homeland Security requirements is apparently causing more international students to consider Canada or Australia</li> </ul>		
<p><b>3. Financial Aid to be studied for additional funding opportunities for students and increased flexibility in meeting particular situations.</b></p>	#1, 4	Enrollment Management
<p><b>President</b></p>		
<ul style="list-style-type: none"> <li>• Ongoing commitment of increased funding of \$300,000 for financial aid in 2002-2003</li> <li>• Financial aid packages have been redefined and reconfigured to more effectively serve our target population and students found most likely to enroll.</li> </ul>		
<p><b>Provost:</b></p>		
<ul style="list-style-type: none"> <li>• Cross-training personnel within Enrollment Services, including the Office of Financial Aid rendering greater flexibility in student services</li> <li>• Studying national trends in financial aid practices to improve service to students and usher in more effective practices</li> </ul>		
<p><b>Director of Enrollment Services:</b></p>		
<ul style="list-style-type: none"> <li>• Reviewing current practices in an effort to improve enrollments, for example <ul style="list-style-type: none"> <li>▪ A grid sheet is being developed to assist with the evaluation of what it really takes (financially) to enroll a student</li> <li>▪ Research on average Financial Aid award, average Estimated Family Contribution (EFC), and income brackets of the majority of SMSU students</li> </ul> </li> </ul>		
<p><b>4. Aggressive promotion of the university with consistent logos, designs, and images. Expanded promotion may include enhanced admissions and retention, community relations, and alumni development.</b></p>		President, VPIA and all Students, Faculty, Staff



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<p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Campus-wide task force is studying the orientation needs of SMSU students and is expected to make recommendations in time for Fall 2004 implementation</li> <li>• The Provost met with the faculty committee on Ethnic Studies and expressed support for the creation of the program. The Provost is exploring ways of creating the program in the midst of budget shortfalls.</li> <li>• Reactivate the Global Studies Program</li> <li>• The campus has created a center for Native American students.</li> <li>• Programming for international and non-white students has been active and innovative.</li> <li>• A student organization for GLBT students has been formed and is active on campus.</li> <li>• Planning for the new Student Center's Women's Center will begin this fall by the co-directors of the Women's Studies Program.</li> <li>• The campus has created a strategic plan to increase campus diversity, <i>Commitment to Diversity: SMSU Plan for Excellence</i>, that delineates campus goals and strategies to accomplish those goals in areas of recruitment and retention.</li> </ul> <p><b>International Student Services:</b></p> <ul style="list-style-type: none"> <li>• Encouraged departments and professors to add cultural events to course requirements</li> <li>• Sponsors cultural events such as Soul Food Festival, International Food and Cultural Show and the Prairie Festival Pow-Wow that not only draw SMSU community, but area cultural groups</li> <li>• Sponsors between 50 and 60 events each year that include speakers, socials and academic events that are ethnically and culturally diverse</li> <li>• Support conferences with ethnic and cultural diversity focus such as: Hmong Student Conference, Washington, DC Pan-African Conference, Mankato Best Practices Conference, MnSCU Nellie Stone Johnson, Minneapolis</li> <li>• SMSU has invested faculty time in developing a more comprehensive Study Abroad program.</li> <li>• Global Studies voyages will happen during 03-04.</li> <li>• Work continues in developing an Ethnic Studies Program.</li> <li>• The American Indian/Dakota Studies program continues to provide courses with a diverse perspective. There are classes throughout the curriculum that have a multi-cultural focus.</li> </ul> <p><b>Athletics</b></p> <ul style="list-style-type: none"> <li>• In addition to achieving an average GPA above 3.0, the athletic programs actively recruit diverse student/athletes and provide opportunities outside of the classroom for students of many</li> </ul>		

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<p>backgrounds to become acquainted</p> <p><b>3. Assess and evaluate all learning opportunities outside of the classroom, including credit/non-credit certificates, in-service training, PSEO, and other unmet educational needs.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Recommended changes in staffing and tuition for the Challenge program have been instituted</li> <li>• Expanded opportunities for service learning, civic engagement, and internships</li> <li>• A permanent director of customized training has been hired</li> <li>• Partnership opportunities were increased by six, with other universities and 2 year campuses for joint programs or 2 + 2s being explored for additional service</li> </ul> <p><b>Committee on Institutional Assessment:</b></p> <ul style="list-style-type: none"> <li>• Assessment of the Challenge Program resulted in increases in professional development opportunities and expanded opportunities for continuing evaluations</li> </ul>	<p>#2, 11-14</p>	<p>Provost, Deans, Academic Depts.</p>
<p><b>4. Explore the potential for more interdisciplinary (ID) programs, and emphasize more interdisciplinary activity/study in existing academic programs.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Discussions on the creation of an Ethnic Studies Program have been held and the campus supports this initiative</li> <li>• Initiated a campus-wide conversation on the undergraduate educational experience</li> <li>• Seeking faculty support for creating a coherent, integrated, and interdisciplinary core program that will become the intellectual signature of the campus</li> </ul>	<p>#7</p>	<p>Provost, Deans, Academic Depts.</p>
<p><b>5. Assess the need for enhanced use of technology in the classroom and the need for faculty development in the use of new technology.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Deans and chairs have assessed intermediate future technology needs</li> <li>• The campus Technology Plan will be completed by the end of October, 2003</li> <li>• By November, the campus will have 10 “smart” classrooms, including the large lecture halls in Charter Hall</li> <li>• The campus 3-year plan for renewing desk top computers has just completed a full cycle</li> <li>• Created the Professional Development Service Network to make</li> </ul>	<p>#8, 9</p>	<p>Provost, Deans, Academic Depts.</p>

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<p>professional development opportunities available for faculty, staff, and students. This unit will provide training workshops in instructional technology, pedagogy, assessment, engaged learning, and service learning. It will be responsible for introducing the campus to innovative methods of teaching and learning.</p> <p><b>Committee on Institutional Assessment:</b></p> <ul style="list-style-type: none"> <li>The Challenge Program is taking advantage of new technology, Tegrity, to provide online orientation to the program registration process</li> </ul> <p><b>Goal Three.</b> <i>SMSU will develop students' talents to prepare them to be successful in life.</i> The <b>OUTPUT</b> goal.</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> <li>Offer high quality academic experiences.</li> <li>Early in the advising process, assist students to set, review, and update goals for their education.</li> <li>Design a general studies curriculum that provides for developmental progression for student learning.</li> <li>Establish SMSU's valued student outcomes for general studies, academic majors, and all degree programs.</li> <li>Help students understand and relate concepts across disciplines and experiences.</li> <li>Increase the integration of library, computers, and communication technology in the classroom.</li> <li>Provide students with an integrated learning experience.</li> <li>Provide students with employment-related data and experiences.</li> </ol> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li><b>Comprehensive assessment of current advising procedures and structures for purposes of determining appropriate changes if needed and acquisition of additional resources if required.</b></li> </ol> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>A group of faculty and staff voluntarily formed a task force to examination student retention. Advising has been examined and recommendations are forthcoming. Preliminary discussion has focused on the creation of an early warning system, more developmental advising, success coach/advising, and enhanced training for advisors.</li> <li>The implementation of the Degree Audit Requirements System (DARS) is in its final stages and will soon be available to the campus. The ad hoc retention committee also is studying DARS</li> </ul>		<p>Provost, all VPs, Deans, students</p>



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<p>implementation.</p> <ul style="list-style-type: none"> <li>The First Year Experience Task Force is examining ways of integrating advising into a first year experience.</li> </ul> <p><b>Committee on Institutional Assessment:</b></p> <ul style="list-style-type: none"> <li>Advising is the focus of the CIA assessment committee in Fall 2003</li> </ul> <p><b>2. Assess and evaluate current graduation requirements at every level, including university-wide and major and minor graduation requirements.</b></p> <p><b>Provost</b></p> <ul style="list-style-type: none"> <li>The Provost has initiated a broad review, beginning with the 1<sup>st</sup> year experience, including several ongoing studies</li> </ul> <p><b>3. Assess and evaluate both employment and non-employment student outcomes that may include an expanded jobs website, improved internship opportunities, and other job related programs.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>Career placement has been greatly enhanced and invigorated by a new director: <ul style="list-style-type: none"> <li>Created online programs</li> <li>Enhanced counseling</li> <li>Structured a campus-wide program for internships</li> </ul> </li> </ul> <p><b>VP Student Affairs:</b></p> <ul style="list-style-type: none"> <li>Current Placement Rate for our graduates is approximately 94%</li> <li>A new website has been introduced by Career Services, Mustang Jobs</li> <li>Career Services is working with Alumni Affairs to incorporate job and internship possibilities with SMSU Alumni</li> <li>Career Services conducts a thorough assessment of their area annually</li> </ul>	<p>#4, 13, 14</p>	<p>Provost, VPSA, Career Services, Academic Depts.</p>
<p><b>Goal Four.</b> <i>SMSU will establish a distinguished record as a student-centered higher education institution.</i> <b>ORGANIZATIONAL CULTURE</b></p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> <li>Use “student-centered” criteria for performance improvement.</li> <li>Involve students, faculty, and staff in identifying ways to re-design student facilities and services to better meet student needs.</li> </ol>		

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<p><b>Objectives:</b></p> <p><b>1. Improve Communication. Assess and evaluate current campus-wide communication processes in order to strengthen communication effectiveness and integration at all levels. This should be a comprehensive evaluation that addresses all current communication channels and tools.</b></p> <p><b>President:</b></p> <ul style="list-style-type: none"> <li>• An item of highest priority with actions including           <ul style="list-style-type: none"> <li>▪ Increased All University meetings</li> <li>▪ Greater exposure to bargaining units, student government</li> <li>▪ Greater use of press</li> <li>▪ Increased information access on the website</li> </ul> </li> </ul> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• The new Vice President for Advancement has begun reviewing the avenues for campus-wide communication including print, email, and the website</li> <li>• Academic chairs have agreed to meet twice a month rather than the previous monthly meeting</li> <li>• The Provost will host a monthly all-university meeting to invite open discussion of major issues</li> </ul> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Increased number of all-university meetings</li> <li>• Additional efforts have been made to keep people informed of all aspects of the institution through mailings to home addresses, e-mails, campus newsletters, and various department meetings</li> </ul> <p><b>VP Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• Continue with “All College” meetings.</li> <li>• Increases in the number of non-meet &amp; confer sessions with faculty/staff.</li> <li>• Increases in the number of all campus emails, mailings, etc</li> </ul>	#15	University Community
<p><b>2. Develop measurement metrics that are “student-centered.” This should include department annual reports that incorporate the results of student satisfaction surveys.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Academic departments and all service areas of the university have completed comprehensive assessments of their effectiveness in serving the needs of SMSU students. Assessment tools include           <ul style="list-style-type: none"> <li>▪ The Noel-Levitz student learning needs inventory</li> <li>▪ The CIRP Freshmen Survey</li> <li>▪ The Noel-Levitz student satisfaction survey</li> <li>▪ The National Survey of Student Engagement (the last three</li> </ul> </li> </ul>	#17	University Community

Strategic Objectives by Goal	MnSCU Action Items	SMSU Department Responsibilities
<p>were initiated last year.)</p> <ul style="list-style-type: none"> <li>▪ The overwhelming majority of service departments routinely survey students for their satisfaction and solicit comments for improvement</li> </ul> <p><b>Committee on Institutional Assessment:</b></p> <ul style="list-style-type: none"> <li>• A collaborative CIA/USA research project on student-centered teaching and learning is nearing completion. The report will also contain recommendations for enhancing student-centered aspects within the university.</li> </ul> <p><b>Goal Five.</b> <i>SMSU will contribute significantly to the quality of life in southwestern Minnesota.</i> The <b>SERVICE</b> goal</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> <li>1) Facilitate access and use of SMSU facilities by the regional community.</li> <li>2) Work collaboratively to identify regional issues and assist in their solution.</li> <li>3) Serve as a center for economic and social research.</li> <li>4) Actively seek new financial resources to improve the region’s quality of life.</li> </ol> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. <b>Enhance SMSU’s role as a center for economic and community development. This could include added support for Outreach Programs and campus centers for studying regional economic and community needs.</b></li> </ol> <p><b>President:</b></p> <ul style="list-style-type: none"> <li>• Hosted several economic development summits on campus, drawing in over 250 regional business leaders, Governor Pawlenty and staff, Senator Coleman and staff, and others</li> </ul> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• The campus has hosted economic development summits</li> <li>• Visits by the governor and a senator</li> <li>• Visits by several local legislators</li> <li>• Regional events in the arts, theatre, and sports</li> <li>• The campus will be a leader in the examination of the use of corn- and soy-based fuels.</li> <li>• Service learning will be an integral part of the undergraduate experience at SMSU.</li> <li>• GIS will play an increased role in service to the rural region.</li> </ul> <ol style="list-style-type: none"> <li>2. <b>Seek new financial resources to improve SMSU’s ability to affect positively the quality of life in the region it serves.</b></li> </ol> <p><b>VP Institutional Advancement:</b></p>	<p>#12-14</p> <p>#6</p>	<p>President, Provost, Deans, Academic Depts.</p> <p>Provost, VPs</p>

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<ul style="list-style-type: none"> <li>• The 2003 Annual Fund has increased 20% over 2002 results</li> <li>• The 2004 goal of an additional 5% increase over 2003 is anticipated</li> <li>• VPIA has drafted program initiatives for               <ul style="list-style-type: none"> <li>▪ Planned giving and major gifts solicitation</li> <li>▪ Enhanced fundraising results from in person, telephone, direct mail and special events activity</li> <li>▪ Strengthening of staff skills in the areas of fundraising, board leadership, marketing, public relations, media, community, government and alumni relations</li> <li>▪ Reassigned staff to Admissions and Provost’s office to strengthen the promotion of recruitment, enrollment, retention and web activities</li> </ul> </li> </ul> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• The new Vice President for Advancement is working closely with the faculty to               <ul style="list-style-type: none"> <li>▪ position the university to attract outside revenues</li> <li>▪ enhance the operational effectiveness of the institution</li> <li>▪ inventory strengths and needs</li> </ul> </li> </ul> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Grant efforts are on the increase.</li> <li>• Tuition for Challenge Program was modified to provide covering of direct costs of instruction with tuition alone.</li> </ul> <p><b>Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• Tuition for Challenge Program has increased.</li> <li>• Increased number of grants received by the institution</li> </ul> <p>Received HEAPR funding for Library and for Student Center</p> <p><b>3. Assess and evaluate the need for additional personnel to support our mission. This may include staff for grantmanship, special events, web development, community liaison, and other areas.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• The Provost and Vice Presidents’ evaluation of personnel needs for the campus is constant and on-going.</li> <li>• Solving staffing needs by redesigning functional areas and assisting staff in “working smarter.”</li> <li>• To facilitate the reconceptualization of the workplace, the Provost created the Professional Development Service Network. The Network will provide faculty and staff professional development opportunities in innovative modes teaching, learning, and working. One component of the Network will be the Center for Grant Development.</li> </ul>	<p>#3</p>	<p>President, Provost, VPs</p>

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<p><b>VP Finance and Administration:</b> While the need for personnel has been reviewed, the resources do not exist to support much development. The Vice President of Institutional Advancement position was made available through the creative use of external SMSU foundation funds.</p> <p>4. <b>Assess the effectiveness of university personnel participation in regional service and cultural activities.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Academic departments have completed comprehensive evaluations of program activity, including service to the region.</li> <li>• Faculty and their students are actively engaged in numerous communities throughout the region. For example: <ul style="list-style-type: none"> <li>▪ Political offices such as school board, city council, county and civic positions</li> <li>▪ Responsible positions in religious and service organizations</li> <li>▪ Participation in resolving regional issues such as the Lake Benton infestations, the disposition of Prairie Expo</li> <li>▪ Spring concert at Holy Redeemer</li> <li>▪ Many volunteers and officers in Habitat for Humanity</li> </ul> </li> <li>• Service learning and civic engagement will be a major focus of the undergraduate experience.</li> </ul> <p><b>VP Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• Participation on a regional service board</li> </ul>	<p>#17</p>	<p>Provost, VPs, all Depts.</p>
<p><b>Goal Six.</b> <i>SMSU will manage itself to ensure high quality standards.</i> Primarily <b>MEASUREMENT</b> Strategy Statements:</p> <ol style="list-style-type: none"> <li>1) Focus on the Vision Statement and provide resources for achievement of SMSU's long-term goals.</li> <li>2) Coordinate the collection, analysis, and use of data to improve teaching, learning, and institutional effectiveness.</li> <li>3) SMSU will efficiently and effectively manage its physical plant.</li> </ol> <p><b>Objective:</b></p> <p><b>1. Evaluate all current assessment activities to address the issue of valid, reliable, and timely measurement of university goals, institutional effectiveness, and integrated planning. Assessment and evaluation should include but is not limited to the Datum, budget information, planning initiatives and associated processes. This objective must be coordinated with Objective One under Goal One.</b></p>	<p>#17</p>	<p>President, Provost, VPs, Deans, Academic Depts., and Staff</p>

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<p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Initiated changes in many assessment processes and instruments               <ul style="list-style-type: none"> <li>▪ The campus student satisfaction survey was changed to a national instrument (Noel-Levitz) in order to measure the campus in comparison with national benchmarks and to provide the campus with better data</li> <li>▪ Instituted Assessment Day for faculty every August</li> <li>▪ The CIRP Freshmen Survey has been reinstated in order to gain insight into the needs of our incoming students</li> <li>▪ The National Survey of Student Engagement has been instituted to gain insight into the quality of intellectual and social involvement of our students with faculty, other students, and their academic programs.</li> </ul> </li> <li>• Initiated discussions about the kinds of data and assessment tools necessary to build a retention database</li> <li>• Enrolled the university in the Consortium for Student Retention Data Exchange that will provide the campus a more nationally benchmarked reference guide.</li> </ul> <p><b>VP Institutional Advancement:</b></p> <ul style="list-style-type: none"> <li>• Funding goals established and funding goals met</li> <li>• Increasing number of alumni and non-alumni involvement in support of university activities</li> </ul> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Review of financial data with regard to overriding goals               <ul style="list-style-type: none"> <li>▪ Continuous process involving audit reports and budget adjustments in support of academic and/or student needs</li> </ul> </li> </ul> <p><b>Committee on Institutional Assessment:</b></p> <ul style="list-style-type: none"> <li>• Initiate discussions that will incorporate better measurement procedures for current assessment plans</li> <li>• Examine increased use of available data sources.</li> </ul> <p><b>VP Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• All departments within Student Affairs complete an annual assessment of their areas. This assessment includes a review of the previous years goals/objectives and the creation of goals and objectives for the upcoming school year.</li> </ul> <p><b>Goal Seven.</b> <i>SMSU will seek to optimize its fiscal, human, and physical resources.</i> The <b>STEWARDSHIP</b> goal Strategy Statements:</p> <ol style="list-style-type: none"> <li>1) SMSU will bolster its financial strength by optimizing enrollments, securing public and private external resources and working with MnSCU, the Legislature, and other parties to ensure adequate levels of</li> </ol>		

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<p>funding.</p> <ol style="list-style-type: none"> <li>2) SMSU will hire qualified candidates with outstanding credentials and experience.</li> <li>3) SMSU will support employees by providing opportunities for training and professional development.</li> <li>4) SMSU will make sufficient expenditures to maximize the usefulness of facilities.</li> <li>5) Decisions to modify existing facilities or build new facilities will be guided by the facilities master plan and the university mission.</li> <li>6) The need for stewardship, accountability, and partnership with the community will be part of all long range planning decisions.</li> <li>7) Complete the construction of a new Student Center Complex.</li> </ol> <p>Objectives: <b>Provost:</b> Objectives 1, 2, 3, 4: Resources and Stewardship</p> <ul style="list-style-type: none"> <li>• Discussions have been initiated at the Provost, Dean, and Chair level to               <ul style="list-style-type: none"> <li>○ strengthen recruitment</li> <li>○ redeploy our human resources to areas of priority need</li> <li>○ integrate technology, for example:                   <ul style="list-style-type: none"> <li>▪ faculty will turn in grades online rather than on the bubble scantron form</li> <li>▪ reducing the registrar’s workload</li> <li>▪ Redeploying staff toward implementation of DARS</li> <li>▪ Creating major efficiencies in faculty advising</li> <li>▪ Permitting faculty more time to allocate to scholarship.</li> <li>▪ Spearheaded by the new Professional Development Service Network.</li> </ul> </li> </ul> </li> <li>• In other areas, faculty have been encouraged to experiment with team teaching and other innovative modes of instructional delivery.</li> </ul> <p><b>1. Planning. Develop a university-wide plan that includes physical, human, technological, and fiscal resources needed to sustain the university mission.</b></p> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• A great deal of headway made, with this document being proof of that effort.</li> </ul> <p><b>2. Human resources. Assess and evaluate the efficiency and effectiveness of all current recruitment procedures for the purpose of streamlining and strengthening the process.</b></p> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Delegation of authority and changes in hiring practices, especially with regard to classified positions, has greatly enhanced the hiring</li> </ul>	<p>#15, 16</p> <p>#3</p>	<p>President, Strategic Planning Comm.</p> <p>Provost, VPs, Deans, all Departments</p>

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<p>process.</p> <p><b>3. Fiscal Resources. Continue to assess and develop plans for a comprehensive campaign in support of SMSU's mission. Such an assessment should address the need for a Vice President of Institutional Advancement, new partnerships, and funding from private industry/alumni and improved effectiveness in dealing with the Office of the Chancellor and state legislators.</b></p> <p><b>VP Institutional Advancement:</b></p> <ul style="list-style-type: none"> <li>• Planning and assessing the objectives for a comprehensive campaign in support of SMSU. The VPIA has begun to speak to this issue to the SMSU Foundation, faculty, and university-wide leadership.</li> </ul> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• VP Institutional Advancement hired.</li> <li>• Grant applications out the door.</li> <li>• Partnerships such as Brown Printing initiated.</li> <li>• Capital campaign initiation is near.</li> </ul>	<p>#4-6</p>	<p>President, Foundation, Strategic Planning Comm., VPs, Deans, Depts.</p>
<p><b>4. Physical resources. Aggressively pursue successful completion of the Student Center Complex and the renovation of the university library.</b></p> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Student Center Complex is moving faster than almost any other state project.</li> <li>• Funding for SCC is in place and is more than adequate.</li> <li>• The Library renovation was approved and has begun</li> </ul> <p><b>VP Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• Funding for Student Center Complex has been allocated.</li> <li>• Final bidding stage for Student Center Complex has been completed.</li> </ul>	<p>#5, 15</p>	<p>President, Foundation, Strategic Planning Comm., VPs, Depts.</p>