



**Biennial Strategic Plan
Academic Years 2003-2004 and 2004-2005
Progress Report: June 2004**

The first version of the Biennial Strategic Plan was published and distributed in December 2002. That document communicated the super ordinate goals and objectives of the University to its employees, students and interested parties. A December 2003 and March 2004 Progress Report described the actions that have contributed to obtaining these goals. The Progress Reports contains the combined reporting of all of the organizational units of Southwest Minnesota State University. **Supporting documents that contain much greater detail are available on the University’s web site at <http://www.southwestmsu.edu/> and in the offices of the Vice Presidents and in the office of the Provost.**

The format of this 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 University 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/AnnualWorkplan03-04.html>. Our University Biennial Strategic Plan is aligned with the Higher Learning Commission of the North Central Association of Colleges and Schools criteria for accreditation <http://www.ncahigherlearningcommission.org/>.

The third column lists the department(s) at SMSU that will be involved in reaching the objectives that were documented on Strategic Planning Day, 12/2002. 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.

Strategic Objectives by Goal	MnSCU Action Items	SMSU Department Responsibilities
<p>Goal One. <i>SMSU will continue to be the higher education institution of first choice in Southwest Minnesota.</i> The INPUT Goal.</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> 1) Offer high quality academic programs. 2) Improve communication between SMSU and its publics. 3) Market SMSU effectively. 4) Increase SMSU enrollments. 5) Cultivate relationships with employers. 6) Emphasize and advertise more opportunities to regional junior high and senior high school students. 7) Focus on Enrollment, Retention, and Financial Aid. 		
Objectives:		

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<p>1. Within the two year planning cycle, have in place a permanent needs assessment process to monitor the educational activities as they affect our mission and service to the region. This would include assessing the need for new programs, Upward Bound grants, Career Services placement, and other opportunities.</p> <ul style="list-style-type: none"> • Aligned all levels of planning with University’s mission, budgeting processes, operations to achieve learning and service goals for the region (HLC Criterion 1&2) • Incorporated student, program and operations data, with baseline measures of evidence to support decision-making to achieve learning goals and improve student services (HLC Criterion 1-5) for: <ul style="list-style-type: none"> - Core Curriculum (2010 Plan) - General education recommendations (HLC) - Teacher education program recommendations (HLC) - Graduate program recommendations (HLC) - Signature program development: Fine Arts, Environment, Business, Education, HRI (2010 Plan) • Career Services placements are approximately 95%. Initiatives have formed to support off-campus students • Upward Bound students from Rochester, St. Olaf, Twin cities and Sioux City, IA are being supported through fundraising • Campus has expanded student opportunities for service learning, civic engagement, internships and cooperative learning experiences (HLC Criterion 5) • Continued implementation of University action plans to improve recruitment and retention of underserved student populations, particularly, and students generally (HLC Criterion 1-5) 	#1, 10, 11-13, 17	Provost, Vice Presidents
<p>2. Seek to enroll 600 freshmen and retain at least 80% as returning sophomores. Particular attention will be given to recruiting under-represented and underserved populations. Achieving this objective may include international recruiting, involvement by current students and alumni, marketing of attractive programs, an office in St. Paul, and campus beautification. Enrollment and retention are university-wide responsibilities.</p> <ul style="list-style-type: none"> • Established goal of 620 new freshman Fall, 2004 • Established goal of 25 new international students Fall, 2004 • Twin cities initiative is underway to recruit underrepresented and underserved populations • Continue implementation of University action plans and task forces to improve recruitment and retention of underserved student populations, particularly, and students across the board (HLC Criterion 1-5) • Campus beautification, Student Center construction, Library remodeling, pool and physical fitness renovation projects continue; private funding for campus beautification is included in 	#1, 4	Enrollment Management, Int’l Student Services, Alumni Affairs

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<p>comprehensive campaign</p> <ul style="list-style-type: none"> • Current students, alumni are involved with Enrollment and Advancement in an integrated marketing initiative utilizing a diversity of media <p>3. Financial Aid to be studied for additional funding opportunities for students and increased flexibility in meeting particular situations.</p> <ul style="list-style-type: none"> • Redefined and reconfigured financial aid packages to effectively serve underrepresented populations • Raised over \$450,000 in new scholarship funds to serve underrepresented and underserved populations • Maintained communications with federal and state legislators as it relates to appropriations, financial aid and continuing reliance on student fees and tuition (HLC Criterion 5) <p>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.</p> <ul style="list-style-type: none"> • Advancement with Enrollment and Retention Task Force is aggressively promoting University, faculty and student success through redesign of web site, radio and print advertising, marketing, publications and other communications media involving students, faculty, alumni and community leaders (HLC Criterion 4) • System logo, campus logos and images are integrated in external campus communications 	#1, 4	<p>Enrollment Management</p> <p>President, VPIA and all Students, Faculty, Staff</p>
<p>Goal Two. <i>SMSU will create comprehensive learning experiences for its students.</i> The PROCESS goal.</p>		
<p>Strategy Statements:</p>		
<ol style="list-style-type: none"> 1) Increase cross-cultural interactions to promote understanding and appreciation within the campus community. 2) Offer integrated academic and co-curricular experiences to enhance student development. 3) Encourage faculty and staff to take students to professional meetings and conferences. 		
<p>Objectives (1 and 2 combined):</p>		
<p>1. Provide an interdisciplinary/cross-cultural first year experience that develops critical thinking while offering time for personal reflection. This may include, but is not limited to, a team-taught LAC course, enhancing the Success Coach program for freshmen, improving the transfer sophomore junior/senior experience, and an expanded cultural orientation for all new students.</p>	#1, 7	<p>Provost, Deans, VPSA</p>
<p>2. Explore options to expand cultural/diversity awareness. This may include expanding Study Abroad, supporting an Ethnic Studies</p>	#1, 7	<p>Provost, VPSA, Deans, Academic</p>

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<p>program, developing a mentor program for minority and international students, and enhancing a Women’s Center in the new Student Center Complex.</p> <ul style="list-style-type: none"> • Campus wide task forces are studying orientation, academic and service needs of incoming freshman and transfer students (HLC Criterion 2) • Working to insure campus services, facilities and programs are aligned with and accessible to students with disabilities and international students (HLC Criterion 3) • A Women’s Center is planned for the new Student Center Complex • Grants are being sought to support Global and Ethnic studies programs and travel abroad 		Depts.
<p>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.</p> <ul style="list-style-type: none"> • Expanded student opportunities for service learning, civic engagement, internships and cooperative learning experiences (HLC Criterion 4) • Campus is engaged in assessing, evaluating and supporting all learning opportunities outside of the classroom (HLC Criterion 2) • Provost has developed a technology in-service and support unit to enhance faculty resources and support student learning (HLC Criterion 2) • Unmet educational needs are being responded to through university action plans and within planned signature program development (HLC Criterion 2 & 2010 Plan) • University documents timely responses to student complaints and grievances (HLC 1) • Campus has made application to Academic Quality Improvement Program of the Higher Learning Commission of the NCA (HLC Criterion 3) 	#2, 11-14	Provost, Deans, Academic Depts.
<p>4. Explore the potential for more interdisciplinary (ID) programs, and emphasize more interdisciplinary activity/study in existing academic programs.</p> <ul style="list-style-type: none"> • Provost is leading revision of the General Education program (HLC Criterion 4) • Signature programs provide for interdisciplinary and integrated approaches to learning (2010 Plan) 	#7	Provost, Deans, Academic Depts.
<p>5. Assess the need for enhanced use of technology in the classroom and the need for faculty development in the use of new technology.</p> <ul style="list-style-type: none"> • Provost reorganized technology support units to serve faculty development (HLC Criterion 3) 	#8, 9	Provost, Deans, Academic Depts.

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<ul style="list-style-type: none"> • A campus technology plan is aiding in the integration of technology service units to support faculty and student needs (HLC Criterion 3) • Campus has 10 “smart” classrooms <p>Goal Three. <i>SMSU will develop students’ talents to prepare them to be successful in life.</i> The OUTPUT goal.</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> 1) Offer high quality academic experiences. 2) Early in the advising process, assist students to set, review, and update goals for their education. 3) Design a general studies curriculum that provides for developmental progression for student learning. 4) Establish SMSU’s valued student outcomes for general studies, academic majors, and all degree programs. 5) Help students understand and relate concepts across disciplines and experiences. 6) Increase the integration of library, computers, and communication technology in the classroom. 7) Provide students with an integrated learning experience. 8) Provide students with employment-related data and experiences. <p>Objectives:</p> <ol style="list-style-type: none"> 1. Comprehensive assessment of current advising procedures and structures for purposes of determining appropriate changes if needed and acquisition of additional resources if required. <ul style="list-style-type: none"> • Provost assessed and improved student services, enrollment/admissions practices, advising, orientation and registration (HLC Criterion 3) • High levels of student satisfaction are expressed in student inventories and surveys 2. Assess and evaluate current graduation requirements at every level, including university-wide and major and minor graduation requirements. <ul style="list-style-type: none"> • Campus is leading in DARS and ISRS compliance and Provost has improved resources to assess and evaluate graduation requirements at every level (HLC Criterion 3) • Retention, enrollment and first year task forces are assessing and evaluating graduation requirements (HLC Criterion 3) 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. <ul style="list-style-type: none"> • Expanded student opportunities for service learning, civic engagement, internships and cooperative learning experiences (HLC 	<p>#4, 13, 14</p>	<p>Provost, all VPs, Deans, students</p> <p>Provost, Deans, Faculty</p> <p>Provost, VPSA, Career Services, Academic Depts.</p>

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<p>Criterion 4)</p> <ul style="list-style-type: none"> • Campus is engaged in assessing, evaluating and supporting all learning opportunities outside of the classroom (HLC Criterion 2) • Extensive collaborations and partnerships community, regional, state and nationwide businesses, governmental agencies, education and health care nonprofits provide employment, service learning, internships and coop experiences (HLC Criterion 5) 		
<p>Goal Four. <i>SMSU will establish a distinguished record as a student-centered higher education institution.</i> ORGANIZATIONAL CULTURE Strategy Statements:</p> <ol style="list-style-type: none"> 1) Use “student-centered” criteria for performance improvement. 2) Involve students, faculty, and staff in identifying ways to re-design student facilities and services to better meet student needs. 		
<p>Objectives:</p> <ol style="list-style-type: none"> 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. <ul style="list-style-type: none"> • Advancement has been engaged in a comprehensive assessment of all current communication channels, have redesigned campus communications, has provide for an integrated communications program with campus units and community organizations and has employed a diversity of tools to achieve strategic goals (HLC Criterion 5) • Extensive informal dialogues with faculty and students, regular Meet and Confer sessions, lunch with students and faculty, all university meetings and regular walks around campus have helped to sustain an environment of collegiality, mission integrity, trust and responsiveness (HLC Criterion 5) 	#15	University Community
<ol style="list-style-type: none"> 2. Develop measurement metrics that are “student-centered.” This should include department annual reports that incorporate the results of student satisfaction surveys. <ul style="list-style-type: none"> • High levels of student satisfaction are expressed in student inventories and surveys • Provost is utilizing a variety of “student-centered” measurement tools including the Noel-Levitz, CIRP and NSSE (HLC Criterion 3) • Provost is incorporating student, program and operations data into decision-making to achieve learning goals and improve student services (HLC Criterion 3) • Campus is engaged in planning, assessing, evaluating and supporting all learning opportunities outside of the classroom (HLC Criterion 2 & 3) 	#17	University Community

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<p>Goal Five. <i>SMSU will contribute significantly to the quality of life in southwestern Minnesota.</i> The SERVICE goal</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> 1) Facilitate access and use of SMSU facilities by the regional community. 2) Work collaboratively to identify regional issues and assist in their solution. 3) Serve as a center for economic and social research. 4) Actively seek new financial resources to improve the region’s quality of life. 		
<p>Objectives:</p> <ol style="list-style-type: none"> 1. 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. <ul style="list-style-type: none"> • Implemented collaborative relationships with agriculture, environment, business, technology, arts and humanities, social service, planning and marketing, transportation, law, healthcare and education organizations to understand the role SMSU can play as a center of economic and community development (HLC Criterion 5) • SMSU provides the local community and region with substantial economic, civic and social investment through its various construction projects; faculty, student and visitor spending; employment; faculty and student service to the community and region; student employment, graduate placement and alumni investment in their communities (HLC Criterion 5) • Customized training, internships and coops, credit and non-credit courses meet many of the state’s workforce needs (HLC Criterion 2) • Development of signature programs in education, business, fine arts, HRI and the environment respond to the needs of the region (HLC Criterion 2 & 5). • Maintained outreach to 19 high school principals and collaborations with community and technical colleges (HLC Criterion 3–5) 	#12-14	President, Provost, Deans, Academic Depts.
<ol style="list-style-type: none"> 2. Seek new financial resources to improve SMSU’s ability to affect positively the quality of life in the region it serves. <ul style="list-style-type: none"> • Gifts have increased 30 percent over the last year and will top \$2 million for Fiscal Year 2004 • Alumni giving has increased from 25 percent to nearly 29 percent with all other areas of giving seeing similar increases • The silent phase of capital campaign has already received commitments in excess of \$7 million • Maintained communications with federal and state legislators as it relates to appropriations, financial aid and continuing reliance on 	#6	Provost, VPs

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student fees and tuition (HLC Criterion 5)		
<p>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.</p> <ul style="list-style-type: none"> • SMSU is engaged in analysis of personnel to support its mission especially in light of the substantial decreases in state appropriations (HLC Criterion 2) • The Provost and other VPs are seeking efficiencies with their divisions to support the needs of students including taking on additional responsibility, and cutting operational budgets to retain critically needed staff (Criterion 2) 	#3	President, Provost, VPs
<p>4. Assess the effectiveness of University personnel participation in regional service and cultural activities.</p> <ul style="list-style-type: none"> • Administration, faculty, staff and students are engaged in numerous ways in communities throughout the region (HLC Criterion 5) • Academic departments are engaged in evaluating program and service activity to the region (HLC Criterion 1-5) • Service learning and civic engagement is a focus of the undergraduate experience (HLC Criterion 3 & 4) 	#17	Provost, VPs, all Depts.
<p>Goal Six. <i>SMSU will manage itself to ensure high quality standards.</i></p>		
<p>Primarily MEASUREMENT</p>		
<p>Strategy Statements:</p>		
<ol style="list-style-type: none"> 1) Focus on the Vision Statement and provide resources for achievement of SMSU's long-term goals. 2) Coordinate the collection, analysis, and use of data to improve teaching, learning, and institutional effectiveness. 3) SMSU will efficiently and effectively manage its physical plant. 		
<p>Objective:</p>		
<p>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.</p> <ul style="list-style-type: none"> • Academic planning, Biennial Strategic Planning, 2010 Plan, System Work Plan Action Items, HLC Criterion are integrated to provide focused, valid and reliable measures for assessment of institutional effectiveness and timely measurement of University and learning goals within the context of the mission (HLC Criterion 1-5) • Results from assessment activities are incorporated in to student, program and operations decision-making to achieve learning goals, 	#17	President, Provost, VPs, Deans, Academic Depts., and Staff

Strategic Objectives by Goal	MnSCU Action Items	SMSU Department Responsibilities
<p>improve student services and service to the region (HLC Criterion 2-5)</p> <ul style="list-style-type: none"> • Campus has made application to Academic Quality Improvement Program of the Higher Learning Commission of the NCA (HLC Criterion 3) • Data Exchange that will provide the campus a more nationally benchmarked reference guide. 		
<p>Goal Seven. <i>SMSU will seek to optimize its fiscal, human, and physical resources.</i> The STEWARDSHIP goal Strategy Statements:</p> <ol style="list-style-type: none"> 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 funding. 2) SMSU will hire qualified candidates with outstanding credentials and experience. 3) SMSU will support employees by providing opportunities for training and professional development. 4) SMSU will make sufficient expenditures to maximize the usefulness of facilities. 5) Decisions to modify existing facilities or build new facilities will be guided by the facilities master plan and the University mission. 6) The need for stewardship, accountability, and partnership with the community will be part of all long range planning decisions. 7) Complete the construction of a new Student Center Complex. 		
<p>Objectives:</p> <ol style="list-style-type: none"> 1. Planning. Develop a university-wide plan that includes physical, human, technological, and fiscal resources needed to sustain the University’s mission. <ul style="list-style-type: none"> • SMSU’s Biennial Plan, 2010 Plan and Master Facilities Plan provide strategic goals for enrollment, fundraising, collaborative relationships, physical, fiscal, human and technological resources to guide decision making to sustain the ’s mission (HLC Criterion 1 & 2) 	#15, 16	President, Strategic Planning Comm.
<ol style="list-style-type: none"> 2. Human resources. Assess and evaluate the efficiency and effectiveness of all current recruitment procedures for the purpose of streamlining and strengthening the process. <ul style="list-style-type: none"> • Monitoring utilization of faculty and staff resources especially with new additions to physical plant (HLC 2) • Defining effective practices for tenure and promotion (HLC 2) • Maintaining consistency with MnSCU and Faculty Assembly policies (HLC 2) 	#3	Provost, VPs, Deans, all Departments
<ol style="list-style-type: none"> 3. Fiscal Resources. Continue to assess and develop plans for a 	#4-6	President,

Strategic Objectives by Goal	MnSCU Action Items	SMSU Department Responsibilities
<p>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.</p> <ul style="list-style-type: none"> • The Vice President for Institutional Advancement has implemented the silent phase of a comprehensive campaign which has already received commitments in excess of \$7m to support learning, effective teaching and service to the region (HLC Criterion 3 & 5) • Developed significant collaborative partnerships with agriculture, environment, business, technology, arts and humanities, social service, planning and marketing, transportation, law, healthcare, hotel, restaurant, food service and education organizations (HLC Criterion 4 & 5) • Gifts have increased 30 percent over the last year and will top \$2m for Fiscal Year 2004 • Alumni giving has increased from 25 % to nearly 29 percent with all other areas of giving seeing similar increases • Integrated planning, service to the Office of the Chancellor, consistent communication with legislators, stewardship of gifts and state funds, accountability with constituents has provided for an environment of trust, collegiality and town/gown cooperation (HLC Criterion 1 & 5) 		<p>Foundation, Strategic Planning Comm., VPs, Deans, Depts.</p>
<p>4. Physical resources. Aggressively pursue successful completion of the Student Center Complex and the renovation of the University library.</p> <ul style="list-style-type: none"> • Student Center Complex and Library Remodeling Project are proceeding forward as “student centered” resources for effective learning 	<p>#5, 15</p>	<p>President, Foundation, Strategic Planning Comm., VPs, Depts.</p>