

BUILDING A RESILIENT, STUDENT READY UNIVERSITY

Metropolitan State University Strategic Plan 2020-2024 | April 2020 Update

*Indicates strategic activities continuing into or that are new for FY21

Student Success, *Goal Owner: Amy Gort*

***Student journey map:** Map touchpoints in the student lifecycle to identify initiatives for improving student access and success | *Spring engagement delayed due to pandemic, Shift to FY21*

***CRM:** Establish phase 1 scope and plan for replacement of the university's Constituent Relationship Management (CRM) system | *On track, Continues into FY21 with implementation*

***Advising:** Review of function by National Academic Advising Association (NACADA). Share/vet report findings, internal recommendation | *Continues into FY21 with implementation*

High-Quality Education, *Goal Owner: Amy Gort*

Student course evaluation (IDEA): Implement university-wide online student course evaluation solution | *Pilot completed fall 2019. Remaining transitions and project to be completed by summer*

***Civic engagement high impact practices:** Develop approach for Civic Engagement as a high impact practice; promote and evaluate | *Continues into FY21 with focus on analyzing data, identifying practices to close demographic gaps and develop assessment plan*

***High impact practices learning community:** Baseline gathering via NSSE and FSSE surveys to inform FY21 work | *Surveys to be administered spring FY20, Continues into FY21 with establishing learning community to analyze survey results and form action and assessment plan.*

Hiring and onboarding in alignment with vision of student-ready university: Using hiring procedures refined by Goal 5 "Hiring Process" activity, recruit and hire Academic Affairs positions and Executive Director of Enrollment Services | *Processes to be refined and applied to FY 21 searches, which will include two academic deans and an Equity and Inclusion officer*

Innovation, *Goal Owner: Amy Gort*

***Teaching innovation:** Onboard director of Center for Faculty Development (CFD) who will work with CFD advisory group on defining innovative teaching practices and framework to establish a learning community | *Onboarding completed; Continues into FY21 with identification of a faculty-focused project*

***Institutional learning outcomes:** Develop Institutional Students Learning Outcomes (ISLOs), assessment plans and tracking mechanism | *ISLOs submitted to the IFO for consideration and review in March and Assessment committee is awaiting feedback; Continues into FY21 to build mechanism for measuring achievement of Institutional Learning Goals*

***Strengthening Assessment Practices:** Develop and implement assessment of student learning plans for Institutional Student Learning Outcomes and Co-curricular Learning Outcomes; continue to strengthen program assessment of student learning practices | *New for FY21*

Center for Online Learning (COL) review: Engage in review of online learning, academic technology, and faculty development support | *Project is on hold with hope to resume in fall, depending on emerging pandemic/remote teaching needs; expect it will resume as an operational project within Center for Educational Innovation and Center for Online Learning. Heavy focus in spring and summer 2020 on development of online learning in response to pandemic crisis.*

Online learning strategy: Complete the Quality Improvement Plan (QIP), one of four major initiatives within Minnesota State online learning strategy | *Completed; Outcomes from completion of QIP will inform work plans in other areas, such as the Goal 6 Tuition Study strategic activity*

Strong Partnerships, Goal Owner: Rita Dibble

***Campaign preparation:** Complete the planning phase for the university comprehensive campaign | *To be completed when associate director is hired; **Continues into FY21** with a "Quiet Phase" for the first two years, during which campaign materials are developed and leadership gifts solicited, followed by a three-year "Public Phase"*

Case statement for campaign support: Create messages and copy for campaign collateral material | *On track for draft to be completed 6/30/20 so collateral can be published in FY21.*

Semi-centennial celebration: Plan and implement events to celebrate the 50th anniversary of the university including 50 conversations to guide planning | *Completed 30 of 50 conversations before pandemic restrictions; may resume once restrictions are lifted; Continued planning for the 50th anniversary celebration will reside within University Advancement's annual work plan.*

Building visibility and reputation of the university through alumni relations** | *All outreach and engagement activities have been canceled until the end of May 2020 in response to pandemic restrictions. These will resume once restrictions are lifted. Volunteer engagement has moved to virtual platforms; **Continues into FY21

***Building visibility and reputation of the university through government relations** | *Work ongoing; **Continues into FY21** with development of a strategic plan for engagement*

***Building visibility and reputation of the university through business relations** | *New for FY21 Continue development of President's Corporate Council and development of a strategic plan for engagement*

***Building visibility and reputation of the university through community relations** | *New for FY21; Ongoing work of ICES (Institute for Community Engagement and Scholarship) and development of a strategic implementation plan*

***Partnerships:** Define characteristics of partnerships and measurement criteria. Identify a methodology for documenting current partnerships | *Reviewed categories of partnership with Community Engagement Council (CEC) and ICES Faculty Advisory Committee. Final version in development as part of year end CEC report to President; **Continues into FY21** to determine method for capturing inventory and measurement in preparation for an eventual CRM implementation.*

***Community engagement strategic partnerships:** Develop plan for building mutually beneficial strategic partnerships to fulfill mission commitment to community engagement | *New for FY21*

Respect, Equity, and Inclusion, *Goal Owner: Ginny Arthur (temporary until Equity & Inclusion Officer hired)*

***Campus climate:** Administer University-wide climate assessment in the spring of 2020 | *Task force recommendation provided to President Arthur in March and is under review; Continues into FY21 with preparation for climate assessment in fall and implementation in spring*

***Accessibility policy & procedure:** New university policy and procedure to ensure accessibility of institutional documentation on website, in classroom, and in university presentations | *Draft policy pending final review and approval; Continues into FY21 with associated procedure and becomes part of continued development of policy and procedures to advance equity, inclusion and anti-racism in university operations*

Minnesota Management and Budget (MMB) quarterly compliance reporting: submit compliance data and use report to identify ongoing work | *On track for submission to MMB in May; Ongoing work identified by the report will reside within the operational annual workplan of Equity, Inclusion and Affirmative Action*

Underutilization reports: Systemization of employee data reporting for separations by college/bargaining unit and quarterly underutilization reports | *Methodology and 2020-2022 Affirmative Action Plan report format shared with Equity and Inclusion Council and bargaining units using 1st quarter employee data; Work continuing in FY21 will reside within the annual workplan of Equity, Inclusion and Affirmative Action.*

Accessibility audit of physical space and infrastructure (American with Disabilities Act) | *Audit completed; Findings requiring resolution include elevator retrofit for aural and visual indicators; Work will reside within annual workplan of Facilities*

***Training and development:** Add supervisory, leadership, and staff training programs with focus on equity lens and vision of becoming a resilient, student ready university | *Working towards roll-out of four supervisor modules in fall 2020; delay in roll-out due to pandemic; Staff training needs analysis initiated; anticipate data collection and analysis through early summer; Continues into FY21 with staff program development and implementation in fall 2020 and ongoing needs assessment.*

Hiring process: Develop process for hiring with consistent focus on equity, inclusion and alignment with strategic plan and Student-Ready University principles | *Completed and operationalized; Equity Champion role and supporting processes now in place. Evaluation and continuous improvement to be addressed within annual work plan.*

***Restructure Equity, Inclusion and Affirmative Action function and initiate search for Equity and Inclusion Officer** | *New for FY21*

Institutional Effectiveness and Stability, *Goal Owner: Stephen Reed*

***Align and integrate strategic plan, annual division workplans, council/committee workplans** to assure achievement of strategic goals and University vision | *Implementation framework created in fall 2020; FY20 strategic activities identified and progressing, FY21 planning in process; Implementing software to manage and improve transparency of work plan tracking and reporting; Continues into FY21 with continued improvement and operationalization*

Formalize strategic plan key performance indicator (KPI) definitions, sources, responsibilities, and reports | *Work delayed by pandemic; anticipate completion in summer 2020, then KPIs become operationalized*

***Governance:** Convene task force on faculty governance to develop clear understanding of governance issues and means of improvement | *Meetings held during spring semester expected to result in a plan for improvement; **Continues into FY 21** with implementation of agreed upon changes in structures and practices*

***Employee Engagement** | *New for FY21*

***Academic master plan;** begin process to develop academic master plan | *Meetings scheduled in spring term to gather data and develop plan; **Continues into FY21** with engagement of academic departments to develop program health criteria and a new program development model; comprehensive plan targeted of completion in Spring 2021*

***Strategic enrollment management plan:** through work with the Strategic Enrollment Management Council, support the work of RNL to develop plan | *Adjusted plan. Needed to cancel on-campus strategy poster sessions that were Planned March 18-20 to gather feedback from faculty and staff. Rescheduled virtual sessions for April 28-20. Target completion late summer, early fall; **Continues into FY21** as work begins on initiatives from that plan.*

***Facilities master plan** and lease management strategy | *65% plan review to be submitted to System office by June 30 | **Continues into FY21**, Engage campus in discussions and visioning before submission of the 95% plan*

***Technology master plan** | *October 2019 kick off with UTAC and review of draft plan; currently pending approach for faculty input; Original goal was completion by June 30, 2020, but now **Continues into FY21** for review, vetting and approval of plan.*

Safety and security plan and implementation steps | *Draft completed and reviewed in January Meet and Confer. Final plan submitted to President for adoption; FY21 implementation begins.*

***Foundational data:** Portfolio of projects that strengthen data structure, infrastructure and ability to report | *User acceptance testing pilot in progress through spring semester; **Continues into FY21** with development and implementation of university data strategy*

O365 shared tenant: Migrate Microsoft Office 365 environment to the Minnesota State Share Tenant | *Completed; Moved to single Minnesota State tenant in November 2019.*

Finance process documentation: Map and document existing processes, including any policy or statutory references, and examine areas for improvement | *Ongoing work and continuous improvement will be part of the Finance and Operations annual work plan*

***Foundational process improvement:** Establish definition and what constitutes a Strategic Goal #6 improvement; determine prioritization mechanisms | *March kick-off was impacted by pandemic; **Continues into FY21** with focus on completion fall 2020, prior to the start of the FY22 planning cycle*

***University policy & procedure:** Implement plan for policy and procedure review and updates to support: student success goals; equity, inclusion and anti-racism goals; institutional effectiveness | *Working on defining approach for editorial review, and structural framework; content heavily dependent on various divisions; **Continues into FY21** as a multi-year effort*

***Institutional tuition study** | *New for FY21 Develop a strategic approach to tuition and fee setting to promote fairness among students and appropriate support for programs*

***Rebranding study and implementation:** Position Metropolitan State University as a leader in the metro through an updated visual and verbal identity| *New for FY21 Conduct rebranding study and develop implementation plan based on findings*