



NORTHERN
STATE UNIVERSITY



Student Affairs
Strategic Plan 2021-2025

Updated Spring 2022

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On the cover: Alyson (Hageman) Anderson '20, B.S.ED. Elementary Education and Special Education; Seonyeong Park '20, B.S. Business Administration; and Abdulahi Ali, AA General Studies (left to right) visit in front of Krikac Administration Building.



Sean Blackburn
Dean of Students,
Northern State University

Message from the Dean of Students:

The Student Affairs Strategic Plan (2021-2025) was crafted in the fall of 2020 by the Student Affairs team to clearly articulate our values, prioritize our work, and bring our team together in a healthy work environment. We aspire to advocate for student development, wellness, and engagement – the prerequisites for student success. These Objectives and Key Results will help us make resource decisions and provide team members with clear expectations.

This plan was created to advance our vision of an active and engaged campus community. With our value proposition clearly stated, we confidently move forward to make greater contributions to Northern’s Strategic Priorities and Actions. This plan was developed despite a global pandemic and with the knowledge that hard times require bold leadership and a recommitment to what matters: our students. Good strategic plans generate energy, inspire buy-in, and help spur the hard conversations necessary for growth and improvement. We believe we have achieved that goal and appreciate you joining us on this journey.

If you have any questions, feedback, or suggestions for this Strategic Plan, please email me at sean.blackburn@northern.edu.

Go Wolves!

Sean Blackburn
Dean of Students



Neal H. Schnoor
President,
Northern State University

Message from the President:

Our commitment at Northern State University is to provide students with a rich and distinctive academic and student life experience through personalized teaching, mentoring and support. Our Student Affairs team is dedicated to ensuring that students succeed, learn leadership and engagement skills, and are prepared to meet the challenges of the 21st Century. Now, more than ever, our democracy needs dedicated citizen leaders ready to lead, engage, and unleash their potential. Northern delivers a high caliber comprehensive educational experience and there is nowhere better or more supportive to mentoring student achievement and success.

Dean of Students, Sean Blackburn, and his team have developed a Strategic Plan for Student Affairs (2021-2025). This plan was created to advance our vision of an active and engaged campus community. When fully achieved, the Objectives of this plan will create a more welcoming, safe, healthy, and engaging campus community dedicated to student success. Other objectives are committed to increasing auxiliary revenue, providing more parent and family engagement, and helping develop the professional staff who work daily with our students. I’m proud of our Student Affairs team and congratulate them on a comprehensive, inclusive, and achievable Strategic Plan. Thank you for joining their efforts to improve our student experience and for being part of the next chapter at Northern State University.

Go Wolves!

President Neal H. Schnoor

2020–21 Student Affairs Team:

Heather R. Aldentaler - Cory J. Anderson - Assia N. Baker - Kelly A. Bindenagel – Sean S. Blackburn
Janie L. Borkowski - Megan J. Frewaldt - Jerilyn K. Mielke - Mathew J. Muston - Melanie K. Neiber - Erin M. Olson
Marty L. Sabolo - Officer Angela R. Senger - Amy Untereiner - Anna Weisser - Bradley D. Wolfe

Land Acknowledgment

Northern State University (NSU) acknowledges South Dakota as the ancestral territory of the Santee, Yankton, and Teton Lakota, which is an alliance known as the Oceti Sakowin (o-che-tee sha-koh-ween) (Seven Council Fires). Oceti Sakowin is historically known as the Sioux by non-Native people. The nine Native Nations that share the state’s geography include: Cheyenne River Sioux Tribe, Crow Creek Sioux Tribe, Flandreau Santee Sioux Tribe, Lower Brule Sioux Tribe, Oglala Sioux Tribe, Rosebud Sioux Tribe, Sisseton-Wahpeton Oyate, Standing Rock Sioux Tribe, and Yankton Sioux Tribe. Northern State University acknowledges that before this land was called South Dakota, it was home to many Native Nations indigenous to this area. It is with profound respect that we acknowledge the indigenous peoples of this land past, present and future.

Student Affairs at Northern State University

ENGAGED LEARNERS:

We seek engaged learners who create inclusive communities, fully participate in the life of the university, connect classroom content to real-life situations, and integrate learning into their understanding of the world around them. Engaged students perform better academically, persist to graduation, and are more likely to remain connected to the University following graduation. Northern alumni leverage the knowledge and skills gained in and out of the classroom to contribute to their communities, our state, and the nation.

Student Affairs is comprised of the Avera Student Center, Avera Student Health, Campus Safety, Counseling Services, Dean of Students Office, Homecoming, Multicultural Student Affairs, New Student Programs (HOWL & Wolf Pack Welcome), Office of Student Rights and Responsibilities, Prevention Services, Residence Life and Dining Services, Student Accessibility Services, Student Government Association, Student Involvement and Leadership, Student Organizations, Summer Camps and Conferences, and Title IX.

VISION:

To promote student success through engagement, holistic wellness, and providing excellent student-centered services.

MISSION:

To advance the student success agenda of Northern State University, we will:

- Provide safe, comfortable, affordable, and physically and programmatically appealing housing and dining programs to students living on campus;
- Provide integrated wellness services to address physical and behavioral health;
- Educate students; encourage personal accountability for their choices and actions; refer students to appropriate resources on and off-campus;
- Engage students in leadership opportunities; provide educational, social, and entertaining programs and events;
- Foster opportunities for students to provide feedback to the university and participate in shared governance.

VALUES:

Our values represent beliefs and principles that drive the culture and priorities of Student Affairs and provide the crucial framework within which decisions are made.

Student Development

Creating services, environments, and programs that develop students along intellectual, cognitive, social, ethical, and identity dimensions.

Personal and Social Responsibility

Educating students to strive for excellence, cultivate personal and academic integrity, contribute to a larger community, take seriously the perspectives of others and develop competence in ethical and moral reasoning and action (Association of American Colleges and Universities, 2007).

Holistic Wellness

Promoting cognitive, cultural, emotional, environmental, financial, physical, social, and spiritual wellness as critical components of student success.

Inclusion and Sense of Belonging

Fostering a diverse and international community that includes, validates, recognizes, and respects all ethnicities, genders, sexualities, identities, abilities, cultures, and worldviews as a required foundation of student success.

Engagement

Developing an engaged student body creates an inclusive community, fully participates in the life of the university, connects classroom content to real-life situations, and integrates learning into their understanding of the world around them. Engaged students perform better academically, persist to graduation, and are more likely to remain connected to the University following graduation.

Transition

Welcoming and assisting students in the transition to college and Northern State University in ways that support the values and priorities of retention, persistence, engagement, and wellness.



OBJECTIVES



OBJECTIVE 1:
Driving Excellence.

We seek to build a regional reputation as a high-performing student affairs unit through strategic initiatives, create a culture of assessment and continuous improvement, assess and evaluate all programs and initiatives for impact and outcomes, and create a culture of professional development, mentorship, and life-long learning for supervisors, staff, and student employees.



OBJECTIVE 2:
Increase Revenue.

Everyone at Northern is responsible for knowing our business model and participating in the process of increasing revenue.



OBJECTIVE 3:
Increase Student Wellness.

Wellness is the prerequisite for student success – it is hard to be an engaged learner if students are not well or do not have access to holistic wellness programs.



OBJECTIVE 4:
Expand Student Engagement Opportunities.

An engaged campus culture increases student success, supports successful new student recruitment programs, and produces citizen leaders and engaged alumni.



OBJECTIVE 5:
Create the Heart of the Campus Community.

Make the Avera Student Center a comfortable, active, lively, and student-friendly space.



OBJECTIVE 6:
Advance Campus Safety.

Students thrive and can focus on their academic and co-curricular interests in an environment that is safe, secure, and welcoming.



OBJECTIVE 7:
Create Inclusive Communities.

Through inclusion and sense of belonging initiatives, we build and support student communities that value and welcome all people.



OBJECTIVE 8:
Support Human Capital.

We invest in our personnel as educators and primary service providers to ensure high quality student success programs and operations.



OBJECTIVE 9:
Enhance Parent and Family Engagement.

Successful engagement of parents and families enhances new student recruitment, supports New Student Programs, and advances student persistence to graduation.

MEASURING SUCCESS:

Objectives are designed to fulfill the student success mission of Northern and Student Affairs. Each are recognized as creating a distinctive experience key to the recruitment and retention of Northern students. Key Results are designed to accomplish the stated objective and should be easily measured and evaluated. For more on Objectives and Key Results, see *Measure What Matters* by John Doerr.



OBJECTIVE 1: **Driving Excellence.**

Northern State University will be regionally recognized as a student-centered, diverse community dedicated to excellence in teaching and learning, creativity, and global awareness (Northern Vision). We seek to build a regional reputation as a high-performing student affairs unit through strategic initiatives, create a culture of assessment and continuous improvement, assess and evaluate all programs and initiatives for impact and outcomes, and create a culture of professional development, mentorship, and life-long learning for supervisors, staff, and student employees. Key Results:

1. Develop a comprehensive and sustained assessment program and produce a Student Affairs Assessment Report by July 1, 2021.
2. Publish student learning outcomes for each department or program that align with the Student Affairs vision, mission, and values.
3. Introduce a new weekly e-newsletter entitled the *Student Affairs Weekly Impact* to share programing, important dates, and opportunities for collaboration.
- 4. Produce a Student Affairs Annual Report by July 1, 2021.**
5. Produce a “Brand Guide” for Student Affairs areas and operations to ensure consistent use of names, offices, titles, and programs.
6. Establish an effective Graduate Assistant recruitment program to support professional staff in execution of mission critical programs.
- 7. Update the student liability waiver (Aligns with Objective 4: Increase Student Engagement Opportunities).**
- 8. Support two professional staff members annually with regional or national conference presentations (Objective 8: Support Human Capital).**
9. Create a 360-evaluation program for staff and supervisors in Student Affairs.
- 10. Working with the Student Success Center, implement an exit interview program for students withdrawing from the university to assess programs and improve student persistence.**
- 11. Working with Academic Affairs, create opportunities for Orientation Leaders to serve as Peer Mentors for First Year Seminar classes.**
- 12. Open an NSU Foundation Account to start fundraising for Student Affairs programs and services.**
- 13. Publish a Student Affairs website with students as the primary audience.**

Key Results that are maroon and bold have been accomplished.

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14. Develop a Campus Dining Round Table Program, that invites faculty, staff, and students an opportunity twice a semester to provide feedback on quality, variety, environment, and cultural offerings to the Dining Services Team.
 15. **Partnering with Finance and Administration, make a smooth and successful transition from Aramark to Sodexo during summer 2022.**
 16. Partnering with Finance and Administration, refresh of Einstein Bros. Bagels to update brand standards.
 17. **Partnering with Finance and Administration, convert Great Plains East P.O.D. Market to the Grid Market to include Created with Love rotating retail concepts, Le Bread Express robotic micro bakery, and self-checkout.**
 18. **Create a new food insecurity program similar to “Swipe Out Hunger”**
 19. Partnering with Finance and Administration, refresh and rebrand the Wolves Den Dining Hall.
 20. Partnering with the Student Government Association, create a Student Affairs Advisory Board with current students, alumni, staff, and one SD public college or university colleague.
 21. **Centralize front desk services across Student Affairs in 222 Avera Student Center.**
 22. Partnering with EAB and consistent with the SEM Plan, identify and set approved institutional goals for improving retention and 4-year graduation rates for first-time, degree-seeking students (see item 1, 2020-2021 Student Affairs Assessment Report).
 23. Partnering with Communications and Marketing, install a Northern “N” on the exterior of Wolves Memorial Suites to improve brand recognition.
 24. **Partnering with Communications and Marketing, hire a student graphic artist to produce more in-house social media and other marketing content consistent with the Northern Brand Guide.**
 25. Create a Dean's certification program that includes both academic and non-academic misconduct for current students and alumni needing this information for graduate school, employment, etc.
 26. **Create and implement a summer residence hall tour program to assist Admissions and Athletics.**
 27. Research best practices for the training of resident assistants and reconfigure and reinvigorate RA Training for Fall 2022.
 28. Partnering with Human Resources and Facilities Management, update and revise campus animal policies to reflect changes in verbiage and compliance.
 29. Create a policy requiring all first-time, degree seeking students to complete an in-person or Virtual HOWL or new student orientation experience prior to census day each semester.
 30. Beginning summer 2021, better code students participating in HOWL and conduct a yield and retention analysis in partnership with Institutional Research (see item 9, 2020-2021 Student Affairs Assessment Report).
 31. **With partners, create a one-stop-shop during first year residence hall move-in day and Wolf Pack Welcome to bring university resources together to support a smooth student transition (See NSU Move-in / Wolf Pack Welcome Coordination Committee Fall 2021 Committee Feedback Report).**
 32. With Institutional Research, create an annual Student Satisfaction Survey to inform retention efforts.
 33. **Review office space use in the Student Affairs Suite and make necessary changes to maximize program outcomes and workflow.**

34. Partnering with Technology Services, add at least two new functionalities to the card access system.
35. Partnering with Technology Services, transition Student Accessibility Services from Titanium Software to Simplicity Accommodate (or similar) to improve staff efficiency and customer service around scheduling, accommodations, testing services, and case management in Accessibility Services.
36. Partnering with Academic Affairs, find ways to increase faculty participation in Fall Move-in (See NSU Move-in / Wolf Pack Welcome Coordination Committee Fall 2021 Committee Feedback Report).
37. Partnering with Finance and Administration, increase the institutional budget by \$6,000 to \$30,000 for New Student Programs to correspond with changing needs within HOWL, Wolf Pack Welcome, Spring New Student Orientation, and First Year Seminar Peer Leaders Program.
38. Create opportunities for students to develop in the NSSE areas of (see item 5, 2020-2021 Student Affairs Assessment Report):
 - a. “Developing or clarifying a personal code of values and ethics”
 - b. “Solving complex real-world problems”
 - c. “Understanding people of other backgrounds”
 - d. “Being an informed and active citizen”
 - e. “Attending events that address important social, economic, and political issues.”



**OBJECTIVE 2:
Increase Revenue.**

Everyone at Northern is responsible for knowing our business model and participating in the process of increasing revenue. Managing net revenues ensures the financial viability of Northern and sustains our mission of advancing the student success agenda. Key Results:

39. Increase occupancy within the residence halls by 20% by fall 2025.
 - a. Establish an annual furniture replacement program to improve housing furniture, the student experience, and save money over time.**
 - b. Utilizing annual M&R funds, replace closets and desks in McWelsh Hall.
 - c. If still in operation for Fall 2023, utilize annual M&R funds to renovate Briscoe Hall bathrooms.
 - d. End winter break contract breaks beginning with the 2021-2022 contract year.**
 - e. Establish an effective contract promotions program.
 - f. Conduct and use the results from a SkyFactor Benchworks assessment to identify additional efforts to improve the residential experience (Aligns with Objective 1: Driving Excellence).**
 - g. Hire an Associate Director for Academic Initiatives to work with our academic partners to expand the impact and quality of learning and living programs within the residence halls (Aligns with Objective 4: Increase Student Engagement Opportunities).
 - h. Improve residence hall marketing.
 - i. Partnering with Technology Services, update residence hall building access to allow mobile credentials access.
40. Promote break housing and assess a room charge for all student staying over winter and spring break.

Key Results that are maroon and bold have been accomplished.

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41. Promote retail dining options to all faculty/staff/students over summer and winter breaks.
 - 42. Assess a room and board charge to guests staying in the residence halls for early arrivals and Summer Conferences.**
 43. Create and implement a marketing plan for Summer Camps and Conferences.
 - 44. Create or update an Avera Student Center Use and Reservation Policy (Aligns with Objective 4: Increase Student Engagement Opportunities).**
 45. Create a Northern Welcome and Exam Care Package Program for students.
 46. Hire consultants to evaluate our Room and Board rates to maximize our local and state-wide market position and increase overall revenues.
 47. Explore turning Kramer Hall into upperclassmen housing to include granting permission for students of age to possess and consume alcohol in a safe, legal, and responsible manner.
 48. Draft and submit to the SDBOR a Preliminary Facility Statement consistent with SDBOR Policy 6:4 Capital Improvements to renovate Steele Hall for use as graduate student apartments (see item 11, 2020-2021 Assessment Report).
 49. Consistent with FY 23 SDBOR Budget Request, upgrade the Lindberg/Seymour Residential Quad (between Great Plains East and West) to support outdoor programming and encourage students to socialize in the open air where the risks of COVID-19 transmission are minimal.
 50. Partnering with the Student Government Association, increase the GAF to expand resources to increase the number of Northern students involved in student organizations, activities, and wellness services (see item 2, 2020-2021 Student Affairs Assessment Report).
 - 51. Partnering with the Wolf Shoppe, install a vinyl sign on a west facing lower-level window.**
 - 52. Partnering with the Wolf Shoppe, electronically promote up to 5 Wolf Shoppe special events to faculty, staff, and students per semester.**
 53. Partnering with the Wolf Shoppe, create an “item of the week” program with a special display case near the Wolves Den.
 54. Partnering with the Wolf Shoppe, allow 2 sidewalk sales in the area immediately in front of the Wolf Shoppe per semester.
 55. Create and implement a business plan for conferences that bundles residence hall rooms, dining options, and Avera Student Center conference rooms and event spaces to maximize revenues.
 - 56. Require all residential students two years post high school graduation to purchase – at a minimum - the Wolf Gold Plan.**

Key Results that are maroon and bold have been accomplished.



OBJECTIVE 3: **Increase Student Wellness.**

Wellness is the prerequisite for student success – it is hard to be an engaged learner if students are not well or do not have access to wellness programs. We believe in holistic wellness and prevention programs as cost efficient interventions that prevent illness and harm before it can ever occur. Key Results:

57. Establish an annual meeting between Student Affairs and Avera St. Luke's (Avera) to document areas of strength and areas for improvement in student services and our long-term partnership.
58. Establish an annual meeting between Student Affairs, Athletics, and Sanford Health to document areas of strength and areas for improvement in student services and our long-term partnership.
59. In partnership with Avera and the SD Department of Health (DOH), host a fall and spring influenza clinic free for students.
- 60. Create and publish a “Scope of Practice” that will provide a broader understanding of the mission and operations of Counseling Services.**
- 61. Retitle the Counseling Services Program Manager to Prevention Services Coordinator.**
62. Introduce and brand Prevention Services across campus. (Consistent with NSU Drug-Free Schools and Campuses Regulations Biennial Review)
- 63. Working with partners, provide standard budget funding for the third Counseling Services Counselor (currently 25% grant funded).**
64. Working with partners, provide standard budget funding for the Prevention Services Coordinator (currently 100% grant funded). (Consistent with NSU Drug-Free Schools and Campuses Regulations Biennial Review)
- 65. Four Counseling Services staff and partners will complete the Question, Persuade, and Refer (QPR) Train-the-Trainer workshop.**
- 66. Train all Community and Campus Coalition Partners and Student Affairs team members in QPR.**
67. Train 500 students in QPR (aligns with Objective 4: Increase Student Engagement Opportunities).
- 68. Prevention Services will create once a semester prescription give-back program with Aberdeen Police Department. (Consistent with NSU Drug-Free Schools and Campuses Regulations Biennial Review)**
69. Rebrand the Insight Program and present to the Campus and Community Coalition and courts. (Consistent with NSU Drug-Free Schools and Campuses Regulations Biennial Review)
70. Develop and offer a Prime for Life evidence-based motivational prevention program for marijuana and present to the Campus and Community Coalition and courts. (Consistent with NSU Drug-Free Schools and Campuses Regulations Biennial Review)
71. Create a University Interfaith Council to facilitate student's wellness in the area of spirituality.
72. Create a marketing campaign and educational programming to decrease the stigma associated with seeking behavioral health care.
73. Seek partnerships to implement an evidence-based Sexual Assault and Bystander Intervention Program (Aligns with Objective 4: Increase Student Engagement Opportunities and Object 6: Advance Campus Safety).

Key Results that are maroon and bold have been accomplished.

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74. Increase menu options for Residential Dining, specifically as it pertains to special dietary concerns and healthy options.
 75. Reorganize Prevention Services to create a student development and peer-leader based framework for prevention efforts within the Office of Student Involvement and Leadership.
 - 76. Reorganize Insight (substance abuse interventions) within Student Rights and Responsibilities.**
 - 77. Hire an Assistant Director of Prevention Services (formerly Prevention Services Coordinator).**
 78. Partnering with Avera Health, create a new process to enable the reporting of student demographics for students who utilize Avera Student Health during the 2021-2022 academic year (see item 12, 2020-2021 Student Affairs Assessment Report).
 79. Convene the Biennial Review Committee during the fall of 2022 to continue reviewing program effectiveness and progress on recommendations (see the 2018-2020 Drug-Free Schools and Campuses Regulations Biennial Review).
 - 80. Partnering with Human Resources, notify all faculty and staff of drug and alcohol related policies, health risks, insurance benefits provided, and the Employee Assistance Program (see the Drug-Free Schools and Campuses Regulations Biennial Review).**
 81. Update Northern's Drug & Alcohol Policy to include Insight Program changes and level descriptions (see the 2018-2020 Drug-Free Schools and Campuses Regulations Biennial Review).
 82. Partnering with the Student Success Center, reinstitute the "Don't Cancel That Class" program for faculty to promote wellness, engagement, and academic success (see the 2018-2020 Drug-Free Schools and Campuses Regulations Biennial Review).
 83. Annually review permits issued by Northern allowing alcohol on campus in order to ensure against the illegal availability of alcohol at campus and community events for youth (see the 2018-2020 Drug-Free Schools and Campuses Regulations Biennial Review).
 84. Review and provide feedback to Athletics on alcohol policies for the Northern Regional Sports Complex (see the 2018-2020 Drug-Free Schools and Campuses Regulations Biennial Review).
 85. Update Northern Alcohol Policies to require all alcohol service on campus or in Northern controlled venues to be TIPS (Training for Intervention Procedures) trained, with the goal of providing consistent standards for serving alcohol (see the 2018-2020 Drug-Free Schools and Campuses Regulations Biennial Review).
 86. Explore additional funding streams for prevention efforts consistent with college student health challenges, such as understanding the health impacts of marijuana (see the 2018-2020 Drug-Free Schools and Campuses Regulations Biennial Review).
 87. Utilize social media platforms to promote social norms, harm reduction messages, and track student engagement. Social norming should address perceptions of peer's alcohol usage (see the 2018-2020 Drug-Free Schools and Campuses Regulations Biennial Review).
 88. Partnering with Communications and Marketing, create a marketing and educational program to encourage more help seeking behaviors by male students (see item 7, 2020-2021 Student Affairs Assessment Report).
 89. To ensure efficient distribution of clinical resources and the proper application of the new scope of practice, gather additional data on "no shows" and the average number of student appointments within Counseling Services (see item 8, 2020-2021 Student Affairs Assessment Report).
 90. Rebrand the Counseling Center as Counseling Services and increase the visibility of mental health resources.

91. **With partners, train 100 benefits eligible employees in QPR.**

92. With partners, train 25 benefits eligible employees in Mental Health First Aid.

93. Five Counseling Services staff and partners will be trained as Mental Health First Aid Instructors.

94. Host a Mental Health First Aid Instructors Workshop in Aberdeen for Northern and the SDBOR.



OBJECTIVE 4:

Expand Student Engagement Opportunities.

An engaged campus culture increases student success, supports successful new student recruitment programs, and produces citizen leaders and engaged alumni. Key Results:

95. Enhance and expand the Pack Gives Back program. Ensure students have opportunities to participate in intentional community service activities that offer reflection and a better understanding of the world around them and their opportunities and responsibilities as engaged citizens (Aligns with Objective 7: Create Inclusive Communities).

96. Rejuvenate the Alternative Breaks program by hosting at least two trips per year (one domestic, one international);

a. Implement a student-led model based on best practices from Break Away.

b. Develop an alumni network.

c. Establish an annual fundraising campaign.

97. **Create a campus-wide, end of the year student leadership recognition event.**

98. **Working with Enrollment Management, create a website for New Student Programs to better meet the needs of new students as they transition to Northern.**

99. **Update the student organization recognition process.**

100. Expand recognized student organizations from 42 (fall 2020) to 60 by 2025.

101. Double our underrepresented and multicultural Student Organizations from 5 (fall 2020) to 10 by 2025 (Aligns with Objective 7: Create Inclusive Communities).

102. **Rebrand Clubs as Recognized Student Organizations.**

103. **In Partnership with Academic Affairs, offer a New Student Convocation during Wolf Pack Welcome 2021 guided by the practices established by the AACRAO Guide to Graduation Ceremonies (2017).**

104. **Working with partners, create a Student Leadership Summit during fall move-in that will bring all student leadership roles together to learn about leadership development.**

105. **Create and implement an Early Arrival Program for fall 2021 Residence Hall Move-in (Aligns with Objective 2: Increase Revenue).**

106. Identify and provide additional support (internal and external) to all Student Affairs Marque Events.

107. Provide an in-depth training to all students serving on the Student Budget Allocation Committee (SBAC) on the source of funds and their current and historic uses.

Key Results that are maroon and bold have been accomplished.

108. Create a clearly articulated General Activity Fee allocation process document to guide our work and improve student understanding of the process.

109. Purchase hammocks and create a program for student use.1

110. Update the Assistant Director for Student Involvement and Leadership position description to focus exclusively on increasing student engagement opportunities.

111. Working with Student Government and the Homecoming Committee, fulfill a student need to have a uniquely Northern Homecoming by identifying a new brand. Update all websites, awards, titles, and activities accordingly. Recognize the history of Gypsy Days and acknowledge what we have learned (Aligns with Objective 7: Create Inclusive Communities).

112. Assess and look for opportunities to expand outdoor electrical access for outdoor events and programs.

113. Partnering with Admissions, create a Campus Visit Center in either the new business building or a renovated Wolf Shoppe/Bookstore space.

114. Revitalize the Residence Hall Association.

115. Partnering with the Student Government Association, create one new campus tradition.

116. Partnering with the College Republicans and the Center for Public History and Civic Engagement, purchase pocket constitutions for Constitution Day.

117. Partnering with the College Republicans and the Center for Public History and Civic Engagement, host a non-partisan speaker during Free Speech Week.

118. Partnering with the College Republicans, the Center for Public History and Civic Engagement, and/or the League of Women Voters, host a voter registration drive during Constitution Day and Free Speech Week.

119. With Partners, create a student traditions website (See NSU Move-in / Wolf Pack Welcome Coordination Committee Fall 2021 Committee Feedback Report).

120. With Partners, install more photos and memorabilia from student traditions in the Avera Student Center.

121. Partnering with Finance and Administration and the Student Government Association, update the Prize and Apparel Policy.

122. Partnering with the Student Government Association, Athletics, and the NSU Foundation, offer a student tailgating zone at regularly scheduled home football games.

123. Partnering with the Center for Public History and Civic Engagement, join the National Study of Learning, Voting, and Engagement (NSLVE) to better understand Northern's student registration and voting rates, allowing for a closer examination of the campus climate for political learning and engagement.



**OBJECTIVE 5:
Create the Heart of the
Campus Community.**

Make the Avera Student Center a comfortable, active, lively, and student-friendly space. “Traditionally considered the living room, the college union enhances the student experience and cultivates an enduring connection to the institution” (ACUI, Role of the College Union). Key Results:

- 124. Consistent with the 2019 Space Analysis, create a student organization resource center (Aligns with Objective 4: Increase Student Engagement Opportunities).**
- 125. Consistent with the 2019 Space Analysis, create more student organization space by repurposing rooms 209, 210, 211, and 212 for reservable student organization office space.**
- 126. Establish an annual furniture replacement program to maintain Student Center furniture, improve the student experience, and save money over time.**
- 127. With partners in Facilities, assess, create, and execute a plan for better heating and cooling in the Avera Student Center Mall.**
- 128. With partners in Facilities, install a sound/music system in public areas for daily use and special events.
- 129. Assess and improve the technology offerings of the Avera Student Center conference rooms to improve student satisfaction and increase outside reservations (Aligns with Objective 1: Increase Revenue).
- 130. Update Avera Student Center signage consistent with the May 2019 Signage Study by Confluence.
- 131. Partnering with Finance and Administration, replace carpet in the Avera Student Center in FY 23.
- 132. Partnering with Finance and Administration, upgrade HVAC in the Avera Student Center in FY 24.
- 133. Partnering with Finance and Administration, replace the fireplaces in the Avera Student Center.**
- 134. Partnering with Finance and Administration, and consistent with the 2019 Space Analysis, make recommendations for better space utilization of the Wolf Shoppe/Bookstore.
- 135. Partnering with Finance and Administration, expand student labor funding to keep the Avera Student Center open and staffed whenever Wolves Den is open (See NSU Move-in / Wolf Pack Welcome Coordination Committee Fall 2021 Committee Feedback Report).



**OBJECTIVE 6:
Advance Campus Safety.**

Students thrive and can focus on their academic and co-curricular interests in an environment that is safe, secure, and welcoming. Preventing crimes and harm to students, faculty, and staff is core to the mission and priorities of Student Affairs and Northern State University. Key Results:

- 136. Working with the Student Success Center, create a workshop to train campus partners to identify students of concern, offer support, and refer to helpful resources/offices (Aligns with Object 3: Increase Student Wellness).**

Key Results that are maroon and bold have been accomplished.

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137. **Create and brand a Northern CARES Program that promotes care to students of concern, protects confidentiality and works within a framework to gather data, assess information utilizing a rubric, and implements effective and tangible interventions (Aligns with Object 3: Increase Student Wellness).**
 138. **Assess campus lighting and develop a plan to address areas of concern.**
 139. **Improve lighting and add video cameras to the Washington Street Parking Lot.**
 140. **Install security cameras in McArthur-Welsh and Kramer Residence Halls.**
 141. **Add student identification photo to Maxient.**
 142. Have a campus-wide values conversation about the Code of Conduct beyond a disciplinary framework.
 143. **Complete the Biennial Review of Alcohol and Drug Programs (Aligns with Object 3: Increase Student Wellness).**
 144. Create and implement a comprehensive and mandatory sexual misconduct education program for all new students (under 60 credit hours), (Aligns with Object 3: Increase Student Wellness).
 145. Create and implement a comprehensive and mandatory alcohol and drug education program for all new students (under 60 credit hours), (Aligns with Object 3: Increase Student Wellness). (Consistent with NSU Drug-Free Schools and Campuses Regulations Biennial Review).
 146. **Host annual ALICE Active Shooter Trainings for faculty and staff.**
 147. Identify and offer trauma informed care training for all campus safety and counseling services staff (Aligns with Objective 7: Create Inclusive Communities).
 148. Working with Aberdeen Police Department, review our Law Enforcement Agreement to consider “safe walk”, our operational hours, and document areas of strength and improvement in our long-term partnership.
 149. Create a sanctioning rubric for all Student Conduct educational sanctions. (Consistent with NSU Drug-Free Schools and Campuses Regulations Biennial Review)
 150. **Partnering with Institutional Research and the President’s Campus Culture and Climate Taskforce, readminister the SkyFactor Benchworks climate survey to students, staff, and faculty and make greater efforts to receive a larger and more representative sample (including historically marginalized student populations) (see item 6, 2020-2021 Student Affairs Assessment Report).**
 151. **Partnering with Institutional Research, administer the ARC3 Campus Climate Survey to gather more sexual misconduct specific information to inform efforts to stop, prevent, and remedy sexual harassment at Northern (see item 6, 2020-2021 Student Affairs Assessment Report).**
 152. Create a student conduct panel that includes various campus stakeholders to conduct formal hearings of violations of the Student Code of Conduct.
 153. Create a Student Crisis Response Team from local clergy, counselors, and other community agencies to assist in campus emergencies.
 154. **With partners, audit and prepare recommendations to update and replace security cameras across campus.**
 155. Partnering with Finance and Administration, establish a Title IX Budget to support annual trainings, programming, and assessment efforts.
 156. **In collaboration with Safe Harbor, create an on-campus advocate program to increase visibility and services to students, staff, and faculty who have experienced sexual misconduct.**
 157. Explore installing blue lights across campus or the utilization of a safety application like RAVE Mobile Safety.²



OBJECTIVE 7: **Create Inclusive Communities.**

Through inclusion and sense of belonging initiatives, we build and support student communities that value and welcome all people. We are focused on retaining and graduating underrepresented students and recognize this work as foundational to the mission and values of Student Affairs. Our work promotes “a learning environment that exposes students to and encourages exploration of a variety of ideological and political perspectives” (SD House Bill 1087) consistent with the SDBOR Opportunity for All Statement of August 2021. Key Results:

- 158. Hire a Multicultural Student Affairs Coordinator to advance underrepresented student recruitment and student diversity, equity and inclusion training and programming. These efforts are critical to the successful recruitment of an increasingly diverse generation of students and supports HLC accreditation standards. Working with Career Services, support efforts to graduate students who are culturally competent and prepared to enter a diverse workforce.**
- 159. Partnering with Enrollment Management, identify underrepresented student populations by race, ethnicity and gender based upon the South Dakota population and develop a recruitment plan to address.**
- 160. Assess all Student Affairs programs for utilization by race, ethnicity, and gender (Aligns with Objective 1: Driving Excellence).
- 161. Partnering with the Opportunity for All Council, Academic Affairs, Athletics, and Human Resources, host an annual professionally facilitated inclusion and sense of belonging training for student staff, staff, faculty, and Extended Executive Leadership Team consistent with Opportunity for All.
- 162. Utilize Vector training to introduce all new students (under 60 credit hours) to inclusion and sense of belonging training consistent with Opportunity for All.
- 163. Identify underutilization rates for Student Affairs staff by race, ethnicity, and gender based upon our full-time degree seeking students and develop a recruitment plan to address.
- 164. Update the Poster Approval Policy consistent with principles of free expression (Aligns with Objective 4: Expand Student Engagement Opportunities).**
- 165. Update or create a Space Use Policy consistent with principles of free expression (Aligns with Objective 4: Expand Student Engagement Opportunities).**
- 166. Partnering with WAVE and Aware Wolves, gather and publish data on South Dakota, Aberdeen, and Northern food insecurity.
- 167. Partnering with WAVE and Aware Wolves, gather and publish data on the availability (or lack) of food and hygiene pantries for students within Aberdeen and on campus.
- 168. Partnering with the Student Government Association and Facilities Management, conduct an accessibility review of the Northern campus and create a plan to address accessibility challenges.
- 169. Partnering with Institutional Research, increase and acquire more representative responses (including historically marginalized student populations) for the 2023 NSSE Survey administration (see item 4, 2020-2021 Student Affairs Assessment Report).**
- 170. Through mentoring and community building, improve our historically marginalized student population’s sense of belonging as measured by NSSE (see item 4, 2020-2021 Student Affairs Assessment Report).

Key Results that are maroon and bold have been accomplished.

-
171. Create a Gender Equity Committee to assess, review, and create progress towards gender equity on campus.
- 172. Partnering with Facilities Management, install accessible door openers in the Avera Student Center.**
- 173. Partnering with Academic Affairs and Technology Services, research and implement Communication Access Realtime Translation (CART) services for all commencement ceremonies to provide universal access for all attending in person or online.**
174. Create a University Advisory Team on Disability, Inclusion, and Accessibility to assess, review, and make progress toward greater accessibility for all students, staff, and faculty on campus.
175. Partnering with Finance and Administration, create an annual fund that the University Advisory Team on Disability, Inclusion, and Accessibility can prioritize to make annual accessibility improvements.
- 176. Partnering with Technology Services, make a microphone available for use during all meetings over 25 attendees.**
177. Partnering with Communications and Marketing, and consistent with the Accessible Icon Project, create an accessibility services logo/marketing program to raise awareness of inclusive services available on campus and how to request services for events.
- 178. Partnering with the Native American Circle Program, NASA, and SD Tribes, create a display in the Avera Student Center highlighting South Dakota Tribal Flags.**
179. Partnering with the Office of International Programs, update the international flag display in the Avera Student Center with up-to-date flags.
- 180. Create and support a Committee on Inclusion and Belonging that will work to advance campus culture.**
181. Partnering with the Committee on Inclusion and Belonging, create a biennial strategic plan to advance belonging and inclusion.
182. In partnership with the International Programs Office and the Move-in / Wolf Pack Welcome Coordination Committee, identify opportunities to improve the campus welcome and transition experience for International Students.
- 183. Transition Disability Services to Student Accessibility Services; hire an Assistant Director for Accessibility Services who will report to the Director of Student Rights and Responsibilities.**
184. Establish a Creative Cultural Space to include equipment like sewing machines, irons, starter sewing packs for ribbon skirts, beading looms, instructional books, and other craft supplies so students may engage in culturally meaningful artworks.
185. Partnering with Facilities Management, the Environmental Club, and local tribes, plant a medicine wheel garden or an ethnobotanical garden to include medicinal and spiritual plants such as sage, cedar, wild roses, and chokecherries or plums, and other indigenous prairie plants.
- 186. Partnering with Finance and Administration, increase the compensation for student note-takers to \$50 per credit hour or invest in a note-taking software to support this important accommodation through Student Accessibility Services.**
187. Partnering with Academic Affairs, offer a graduation stole for multicultural students.



OBJECTIVE 8: **Support Human Capital.**

We invest in our personnel as educators and primary service providers to ensure high quality student success programs and operations. Student Affairs team members are creative, flexible, and prepared to respond to student needs in an ever-changing environment. From virtual HOWL, a pandemic safe Homecoming, to COVID-19 isolation housing – the Student Affairs team is prepared to meet the strategic needs of Northern and our students now and into the future. Northern needs this dynamic team as we chart a course for institutional growth in these unprecedented times. Key Results:

188. Establish a Student Affairs Professional Development Committee based upon the ACPA and NASPA Professional Competency Areas for Student Affairs Educators and South Dakota Board of Counselors and Marriage and Family Therapists.
189. Create and implement a professional development framework that encourages and challenges all team members to be life-long learners, engages with national and regional professional associations, and utilizes institutional opportunities (committee assignments, campus and community projects coordination/supervision) to develop team members.
- 190. Create and implement a Student Affairs on-boarding process for all new team members to improve our staff welcome and more quickly acclimate team members.**
- 191. Host intentional monthly All Staff Meetings for all team members with:**
 - a. Team building activities**
 - b. Showcase highlights**
- 192. Host an intentional annual half-day winter retreat for all team members.**
- 193. Host an intentional annual full-day summer retreat in late July for all team members.**
- 194. Audit and adjust for additional duties assigned to the secretary for Residence Life and Student Involvement and Leadership.**
195. Transition the senior secretary for Student Affairs position to a program assistant.
- 196. Residence Life will study and recommend a best practice staff model.**

Key Results that are maroon and bold have been accomplished.



OBJECTIVE 9:
Enhance Parent and Family Engagement.

Successful engagement of parents and families enhances new student recruitment, supports New Student Programs, and advances student persistence to graduation. Key Results:

197. Hire an Assistant Director for New Student and Parent Programs to advance HOWL, Wolf Pack Welcome, New Student Convocation, and build Parent and Family Programs (Aligns with Objective 4: Expand Student Engagement Opportunities).
198. Enhance HOWL and Wolf Pack Welcome programming for parents and families.
199. With partners, offer an expanded Family Weekend program.
200. Partnering with the NSU Foundation, create a Parents Emergency Fund supported by an annual request.
201. Create a Parents Listserv to facilitate regular communication with families.
202. Partnering with Communications and Marketing, create and publish a quarterly Parent and Family web-based newsletter.
203. Partnering with Enrollment Management and Academic Affairs, expand and improve New Student Orientation (spring) to support a growing spring class of new first-time, transfer, and reentry students.”
204. Partnering with Enrollment Management and Academic Affairs, institute a New Student Orientation for dual enrolled high school students to ensure a seamless and high-quality experience.”

APPENDIX:

360 Employee Evaluation – an employee appraisal system where direct reports and colleagues provide feedback for supervisors.

AACRAO – American Association of Collegiate Registrars and Admissions Officers.

Break Away – is a national nonprofit organization that promotes the development of quality alternative break programs through training, assisting, and connecting campuses and communities.

Campus and Community Coalition – The Campus and Community Coalition's mission is to serve Aberdeen's youth through implementation of evidence-based and data-driven strategies, to create a safe and healthy community.

Ethnobotanical gardens – “defined here as landscapes featuring culturally-relevant native trees and understory plants, are sources for the revitalization of traditional knowledge as well as sources for cultural and ecological restoration projects.” -Society of Ethnobiology

House Bill 1087 – see: <https://sdlegislature.gov/#/Session/Bill/9646/54970>

M&R Funds – Major maintenance and repair funds. Required of all auxiliaries to ensure on-going maintenance and repairs.

Marquee Events – The word marquee often describes a person with a starring role. Marquee events are large, significant, and important events key to accomplishing the mission of Student Affairs and Northern State University. Marquee Events are often collaborations among multiple units inside and outside of Student Affairs. Marquee Events are selected by Senior Staff and require an “all hands on deck” approach.

Maxient – Student conduct software widely recognized as a leading software package that “connect[s] the dots and prevents students from falling through the cracks. Whether it’s judicial affairs, academic integrity, or CARE team records, Conduct Manager has you covered. By tracking all of these matters within one system, Maxient offers a single system providing you with details on all aspects of a student’s conduct and behavior at your institution” (Maxient, 2020).

Medicine Wheel – “A central circle, spiral, or cairn of stones from which lines of other stones radiate, often as ‘spokes’ to an outer circle of stones. Since ancient times, American Indians have created many such arrangements of stones and held them sacred. Planted with healing herbs, the sacred space of a medicine wheel can also become a special kind of garden: a private ecosystem and a small sanctuary for the birds, butterflies, and animals whose natural wild space are at risk.” - E. Barrie Kavasch.

Mental Health First Aid – is a course from the National Council for Mental Wellbeing that teaches participants how to identify, understand and respond to signs of mental illnesses and substance use disorders. The training provides skills participants need to reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a crisis.

Prime for Life – An evidence-based motivational prevention, intervention, and pre-treatment model. This program is specifically designed for people who may be making high-risk choices. This includes but is not limited to impaired driving offenders, college students, and young people charged with alcohol and/or drug offenses. It is designed to change drinking and drug use behaviors by changing beliefs, attitudes, risk perceptions, motivations, and the knowledge of how to reduce their risk of alcohol and drug-related problems throughout their lives.

Question, Persuade, and Refer (QPR) - is an emergency mental health intervention for suicidal persons created in 1995 by Paul Quinnett. An abbreviation for Question, Persuade and Refer, the intent is also to identify and interrupt the crisis and direct that person to the proper care.

Scope of Practice – describes the procedures, actions, and processes that a healthcare practitioner is permitted to undertake in keeping with its mission, resources, and terms of professional licenses and state laws. Will also define confidentiality and program strategies and priorities.

Showcase Highlights – A brief overview of a Student Affairs’s process or program to increase awareness among team members of the operations, functions, and assets of Student Affairs.

Student Budget Allocation Committee (SBAC) – Chaired by the Student Government Association President; oversees, allocates, and monitors the use of all student paid General Activity Funds (GAF) on an annual basis.

Student Success – as defined by retention/persistence and graduation rates.

Team Members – full-time, benefits eligible employees.

NOTES:

1. Hammocks are available at the Miller Wellness Center at SDSU. See: <https://www.sdstate.edu/miller-wellness-center/gear-rentals>. BHSU is completing a “Hammock Village” near their residence hall this spring 2021 to encourage more outdoor recreation.
2. Most collegiate sexual assault perpetrators are known by their victims. Blue Light programs and safety applications are designed to provide students with peace of mind as they navigate campus after sunset but should not be confused with sexual assault prevention programs. The only individuals responsible for sexual assault are those who victimize others.

Last Updated: 05/17/22

ABOUT NORTHERN STATE UNIVERSITY

Founded in 1901, Northern State University is a premier liberal arts regional institution characterized by outstanding instruction, extraordinary community relations, and excellent co-curricular opportunities. Northern is consistently ranked as one of the best public baccalaureate institutions in the Midwest by U.S. News and World Report. Our 1,750 (FTE) students pursue one of 59 majors and 46 minors and hail from 42 states and 42 foreign countries. The campus has seen more than \$120 million in privately funded building projects and scholarships within a decade, including 30 million in three new residential facility constructed since 2017.

NORTHERN STATE UNIVERSITY ESTABLISHMENT AND AUTHORIZATION

Northern State University was established by the legislature (SDCL 13-59-1) and authorized by the Board of Regents to deliver graduate and undergraduate programs; promote excellence in teaching and learning; support research, scholarly and creative activities; provide service to the state of South Dakota, the region and the nation; and to place a special emphasis on E-learning in the university curriculum and service.

MISSION

Northern State University will provide diverse academic, civic, social and cultural opportunities that prepare students through the liberal arts, professional education and E-learning for their future endeavors, while also enriching the local and regional community.

VISION

Northern State University will be regionally recognized as a student-centered, diverse community dedicated to excellence in teaching and learning, creativity, and civic and global awareness.

VALUES

Northern State University's students, faculty and staff are committed to the following values:



Community

Building a culture of inclusion, belonging and collegiality that respects diversity in knowledge, culture and world view



Discovery

Pursuing rigor and excellence in education, inquiry and engagement for the benefit of our students, state and region



Integrity

Adhering to the highest standards of honesty, fairness and transparency with a commitment to responsible stewardship of resources

BACKGROUND:

2020: With the arrival of a new Dean of Students, Sean Blackburn, conversations around the future priorities and needs of the Division of Student Affairs began in early September 2020. Senior Staff approved a strategic plan framework on September 9, 2020 that ensured all Student Affairs team members and external partners would have a variety of opportunities to discuss the mission, vision, values and future strategic objectives of Student Affairs. In October 2020, a survey was developed and completed by staff that solicited their feedback on the perceived strengths, weaknesses, challenges, opportunities, culture, and employee satisfaction within the Division. A broad conversation was held during an extended All Staff Meeting on October 2, 2020 focused on identity, collaboration, and teambuilding. After more contemplation and drafting by Senior Staff, a draft plan was presented during an All Staff Meeting on November 20, 2020 for further discussion and feedback. In December 2020, the **Student Government Association**, the **Campus and Community Coalition**, and **Senior Cabinet** members were provided a preview and opportunity to provide feedback. During spring 2021 **Senior Cabinet**, the **Student Government Association**, **Faculty Senate**, the **Diversity Action Committee**, the **Athletic Council on Community, Culture, and Social Justice**, and **Aberdeen Police Department** Chief Dave McNeil provided important insights and additional feedback. The plan was officially launched and endorsed by **Senior Cabinet** on February 2, 2021.

2022: With the arrival of President Schnoor in July of 2021, this plan was further revised and updated to meet the needs of the new University Strategic Priorities and Actions, the addition of Student Accessibility Services to Student Affairs, and the adoption of Opportunity for All by the South Dakota Board of Regents. The updated plan was shared with additional stakeholders including: The **Executive Leadership Team**, Monte Mehlhoff, Lara D. Nelson, Erin H. Fouberg, Britt M. Lorenz, Dominika M. Blum, Monica L. Burgeson, Marla Fogderud, the **Student Government Association**, Becky Pribyl, the **President's Campus Culture and Climate Taskforce**, Becky Nelson, Courtney A. Waid-Lindberg, Jodi Casanova, Connor T. Kern, Zoe A. Hardwick (SAAC President), Isaiah G. Nolan (CCSJ President), the **Staff Senate Working Group**, Paula K. Krueger (CCSJ Advisor and Women's Basketball), Winona G. Graywater, Kerry A. Casper, Victoria A. Garrett, Becky Jensen, the **Enrollment Management Council**, Kayla N. Jensen (WAVE), Mckenzie M. Hassebroek (Aware Wolves), the Student Affairs Council, Kendra M. Hinz, Alan Kinder, the **Faculty Senate**, the **TRiO Scholar Association**, the **Native American Student Association**, and the **College Republicans**.

COLLABORATIONS:

The Objectives and Key Results listed in this plan cannot be accomplished without partnerships throughout the University. While many are listed, additional collaborators are sincerely solicited. Whenever possible, students and student organizations will be included in this important work. Those who wish to collaborate, provide feedback, or request a paper copy of this plan may come to 222 Avera Student Center.

CONTRIBUTING TO NORTHERN'S STRATEGIC PRIORITIES AND ACTIONS

Northern Strategic Priorities and Actions	Student Affairs Strategic Plan
<p>Build a growth strategy to expand student access, success and educational attainment to increase students' socioeconomic mobility while serving the public good. The Enrollment Management Council will develop a comprehensive strategic enrollment management plan and collaborate with a national consulting agency to inform marketing, messaging, recruiting, awarding and retention strategies.</p> <p>a. The Enrollment Management Council will work closely with campus units to implement immediate and future recruiting and retention strategies.</p> <p>b. The Enrollment Management Council will develop a comprehensive strategic enrollment management plan and collaborate with a national consulting agency to inform marketing, messaging, recruiting, awarding and retention strategies. The Enrollment Management Council will work closely with campus units to implement immediate and future recruiting and retention strategies.</p>	<p>Objective 1: Driving Excellence</p> <p>Objective 2: Increase Revenue</p> <p>Objective 3: Increase Student Wellness</p> <p>Objective 4: Expand Student Engagement Opportunities</p> <p>Objective 5: Create the Heart of the Campus Community</p> <p>Objective 6: Advance Campus Safety</p> <p>Objective 7: Create Inclusive Communities</p> <p>Objective 8: Support Human Capital</p> <p>Objective 9: Enhance Parent and Family Engagement</p>
<p>Build an increasingly diverse, engaged, inclusive, welcoming and supportive culture that nurtures achievement and success for all students, faculty and staff.</p> <p>a. Implement BOR Opportunity for All and individualize support for students' diverse needs— academic, first generation, financial, cultural, social, emotional, physical, e.g.</p> <p>b. The President will form/charge the President's Campus Culture and Climate Taskforce to collect and assess comprehensive faculty, staff, and student data and provide actionable recommendations to the Executive Team to enhance campus culture and climate for all.</p>	<p>Objective 3: Increase Student Wellness</p> <p>Objective 4: Expand Student Engagement Opportunities</p> <p>Objective 5: Create the Heart of the Campus Community</p> <p>Objective 6: Advance Campus Safety</p> <p>Objective 7: Create Inclusive Communities</p> <p>Objective 9: Enhance Parent and Family Engagement</p>
<p>Build sustainable collaborative public/private partnerships to advance academic, cultural, health, recreational, and economic opportunities that serve the public good and produce value for NSU, Aberdeen and the region.</p> <p>a. Evaluate existing partnerships and strategically pursue new partnerships that benefit student career-readiness while better serving the public good.</p> <p>b. Deeply engage our community partners, foundation, alumni, friends and donors in strategies and projects to advance NSU, Aberdeen and the region.</p>	<p>Key Result 12: NSU Foundation</p> <p>Key Result 15, 16, 17, 18, & 19: Sodexo</p> <p>Key Result 57: Avera Heath</p> <p>Key Result 58: Sanford Health</p> <p>Key Result 59: Avera Health & SD Dept. of Health</p> <p>Key Result 95: Pack Gives Back</p> <p>Key Result 96: Alternative Breaks</p> <p>Key Result 122: Tailgating</p> <p>Key Result 123: National Study of Learning, Voting, and Engagement</p> <p>Key Result 146 & 148: Aberdeen Police Department</p> <p>Key Result 153: Community Agencies</p> <p>Key Result 156: Safe Harbor</p> <p>Key Result 184 & 185: South Dakota Tribes</p> <p>Key Result 200: Parents ER Fund</p>
<p>Engage the campus and community to ensure long-term fiscal sustainability.</p> <p>a. Executive Team will engage units in using SB55 and other sources to identify both efficiencies and priorities for future investment and present regular campus budget forums to inform and seek feedback from the campus community.</p> <p>b. Increase philanthropic support for student scholarships and varied programming.</p>	<p>Objective 1: Driving Excellence</p> <p>Objective 2: Increase Revenue</p> <p>Objective 7: Create Inclusive Communities</p> <p>Objective 8: Support Human Capital</p>

CAMPUS MASTER PLANNING PROJECTS

The following Key Results are ready for additional campus master planning to improve the quality of Student Life at Northern State University.

16. Refresh of **Einstein Bros. Bagels** to update brand standards. *
17. Convert Great Plains East P.O.D. Market to the **Grid Market** to include Created with Love rotating retail concepts, Le Bread Express robotic micro bakery, and self-checkout. *
19. Refresh and rebrand the **Wolves Den Dining Hall**. *
23. Partnering with Communications and Marketing, **Install a Northern “N”** on the exterior of Wolves Memorial Suites to improve brand recognition.
47. Explore turning Kramer Hall into **Upperclassmen Housing** to include granting permission for students of age to possess and consume alcohol in a safe, legal, and responsible manner.
48. Renovate Steele Hall for use as **Graduate Student Apartments**.
49. Upgrade the **Lindberg/Seymour Residential Quad** (between Great Plains East and West) to support outdoor programming and encourage students to socialize in the open air where the risks of COVID-19 transmission are minimal.
112. Look for opportunities to **Expand Outdoor Electrical Access** for outdoor events and programs.
134. Make recommendations for better space utilization of the **Wolf Shoppe/Bookstore**.
175. Create an annual fund that the University Advisory Team on Disability, Inclusion, and Accessibility can prioritize to make **Annual Accessibility Improvements**.
184. Establish a **Creative Cultural Space** to include equipment like sewing machines, irons, starter sewing packs for ribbon skirts, beading looms, instructional books, and other craft supplies so students may engage in culturally meaningful artworks.
185. Plant a **Medicine Wheel Garden** or an ethnobotanical garden to include medicinal and spiritual plants such as sage, cedar, wild roses, and chokecherries or plums, and other indigenous prairie plants.

* Planned and Funded through the transition to Sodexo.

PROJECTS READY FOR INVESTMENT

The following Key Results are ready for philanthropic support and are sincerely solicited to improve the quality of Student Life at Northern State University.

18. Create a new food insecurity program like **Swipe Out Hunger**.
- 39 g. Hire an Associate Director for Academic Initiatives to work with our academic partners to expand the impact and quality of **Learning and Living Programs** within the residence halls (Aligns with Objective 4: Increase Student Engagement Opportunities).
48. Renovate Steele Hall for use as **Graduate Student Apartments**.
49. Upgrade the **Lindberg/Seymour Residential Quad** (between Great Plains East and West) to support outdoor programming and encourage students to socialize in the open air where the risks of COVID-19 transmission are minimal.
73. Implement an evidence-based **Sexual Assault and Bystander Intervention Program**.
92. Train 25 benefits eligible employees in **Mental Health First Aid**.
95. Enhance and expand the **Pack Gives Back Program**. Ensure students have opportunities to participate in intentional community service activities that offer reflection and a better understanding of the world around them, and their opportunities and responsibilities as engaged citizens.
96. Rejuvenate the **Alternative Breaks** program by hosting at least two trips per year.
97. Create a campus-wide, end of the year **Student Leadership Recognition Event**.
103. Offer a **New Student Convocation** during Wolf Pack Welcome.
104. Create a **Student Leadership Summit** during fall move-in that will bring all student leadership roles together to learn about leadership development.
117. Host a non-partisan speaker during **Free Speech Week**.
123. Join the **National Study of Learning, Voting, and Engagement** (NSLVE) to better understand Northern student registration and voting rates, allowing for a closer examination of the campus climate for political learning and engagement.
156. In collaboration with Safe Harbor, create an **On-Campus Advocate Program** to increase visibility and services to students, staff, and faculty who have experienced sexual misconduct.
175. Create an annual fund that the University Advisory Team on Disability, Inclusion, and Accessibility can prioritize to make **Annual Accessibility Improvements**.
184. Establish a **Creative Cultural Space** to include equipment like sewing machines, irons, starter sewing packs for ribbon skirts, beading looms, instructional books, and other craft supplies so students may engage in culturally meaningful artworks.
185. Plant a **Medicine Wheel Garden** or an ethnobotanical garden to include medicinal and spiritual plants such as sage, cedar, wild roses, and chokecherries or plums, and other indigenous prairie plants.
199. Offer an expanded **Family Weekend** program beginning Fall 2022.
200. Create a **Parent's Emergency Fund** supported by an annual request.



FALL 2022

ENROLLMENT SUMMARY

Online fact sheet version at <http://www.northern.edu/academics/institutional-research>
 Data Source: Fall 2022 student enrollment at census date

ENROLLMENT BY GENDER AND ETHNICITY

ETHNICITY	N	% of Total	Female N	% of Total	% of Gender Total	Male N	% of Total	% of Gender Total
Native American	65	1.9%	36	1.1%	1.7%	29	0.9%	2.4%
Asian	62	1.9%	44	1.3%	2.1%	18	0.5%	1.5%
Black	68	2.0%	21	0.6%	1.0%	47	1.4%	3.8%
Hispanic	99	3.0%	57	1.7%	2.7%	42	1.3%	3.4%
Pacific Islander	5	0.1%	1	0.0%	0.0%	4	0.1%	0.3%
White	2,859	85.5%	1,846	55.2%	87.2%	1,013	30.3%	82.5%
Two or More Races	79	2.4%	42	1.3%	2.0%	37	1.1%	3.0%
Non-resident Alien	78	2.3%	56	1.7%	2.6%	22	0.7%	1.8%
Unknown	29	0.9%	13	0.4%	0.6%	16	0.5%	1.3%
TOTAL	3,344		2,116	63.3%		1,228	36.7%	

ENROLLMENT BY AGE AND GRADUATE/UNDERGRADUATE LEVEL

Age	Undergraduate N	% of Undergrad Total	Graduate N	% of Grad Total
16 and younger	706	24.8%	0	0.0%
17 to 23	1,924	67.5%	81	16.4%
24 to 29	104	3.6%	116	23.5%
30 to 35	40	1.4%	96	19.5%
36 to 65	77	2.7%	198	40.2%
66 and older	0	0.0%	2	0.4%
Average Age	18.8		34.5	

UNDERGRADUATE ENROLLMENT BY HIGH SCHOOL CLASS SIZE

HS Class Size	N	% of Total
1 to 49	728	25.5%
50 to 99	241	8.5%
100 to 199	312	10.9%
200 to 499	884	31.0%
500 or more	51	1.8%
GED	24	0.8%
No Info	611	21.4%

FULL-TIME/PART-TIME ENROLLMENTS BY GENDER

	Female	Male	Total
Full-time Undergraduate	604	453	1,057
Full-time Graduate	29	30	59
Part-time Undergraduate	1,134	660	1,794
Part-time Graduate	349	85	434
Total Full-time Students	633	483	1,116
Total Part-time Students	1,483	745	2,228

ENROLLMENT BY RESIDENCE

	N	% of Total
South Dakota	2,708	81.0%
North Dakota	86	2.6%
Minnesota	203	6.1%
Other States	269	8.0%
Other Countries	78	2.3%
Total Number of Distinct States	41	
Total Number of Distinct Countries	34	
Exchange Students	27	0.8%
Other Non-Degree-Seeking International Students	14	0.4%
Degree-Seeking International Students	37	1.1%

ACT COMPOSITE SCORES

Classification	Avg ACT Composite
National 2021 high-school graduates	20.3
NSU full-time freshmen	21.2
NSU full-time undergraduates, excluding freshmen	22.1

ENROLLMENT BY ACADEMIC CLASS AND LEVEL (FTE based on 12 credits for graduate students, 15 credits for undergraduates and specials)

Grade-Level	N	% of Total	FTE	% of FTE	Credit Hours	% of Credit Hours	# Pell Recipients
Freshmen	426	12.7%	384.7	22.9%	5,771.0	23.3%	120
Sophomores	278	8.3%	248.1	14.8%	3,721.0	15.0%	58
Juniors	220	6.6%	199.5	11.9%	2,992.0	12.1%	58
Seniors	334	10.0%	262.7	15.6%	3,940.0	15.9%	85
UG Specials	1,593	47.6%	444.7	26.5%	6,670.0	26.9%	0
Graduate	212	6.3%	113.3	6.7%	1,359.0	5.5%	1
GR Specials	281	8.4%	27.8	1.7%	334.0	1.3%	0
Total	3,344		1,680.7		24,787.0		322

Unleash

YOUR POTENTIAL

— **JOIN THE PACK** —

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