

# Campus Strategic Planning Update 10-14-21

President Schnoor



# Strategic Priority 1

Build a growth strategy to expand student access, success and educational attainment to increase students' socioeconomic mobility while serving the public good.



# Strategic Priority 1

## ACTION 1

- 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.

## ACTION 2

- The Enrollment Management Council will work closely with campus units to implement immediate and future recruiting and retention strategies.



# Strategic Priority 1

The EMC is:

- Developing a comprehensive and collaborative charge
- Evaluating consultant submissions for comprehensive EM support
- Evaluating 20-year trends of Northern enrollment
- Reviewing/Analyzing yield rates from the past five years
- Reviewing yield rates from HSDC (on-campus, online and Rising Scholars)
- Developing promotion of the BOR's Free Access Period (free applications and push for FAFSA completions)
- On-campus promotion ideas: Academic spotlight at athletic events  
Faculty/Deans/Assc. VPAA/Provost developing new academic programs



# Strategic Priority 1

## Admissions is/has:

- Back on the road – in high schools and at college fairs
- Dedicated admissions counselor for Huron
- Focus on strategic high schools (based on historical trends, program alignment and ACT completion rates)
- Purchasing more traditional marketing, to complement social media and digital buys
  - Sioux Falls billboards
    - Promoting BOR's College Access Period (applications and FAFSA completion)
  - TV ads (KELO and Dakota News Now)
- Aggressively promoting Financial Aid early estimates (for fall 2022)
- Partnering with Deans on scholarship offerings
- Providing query access to Slate for multiple campus entities (Honors, American Indian Circle Program, Fine Arts, etc.)



# Strategic Priority 2

Build an increasingly diverse, engaged, inclusive, welcoming and supportive culture that nurtures achievement and success for all students, faculty and staff.



# Strategic Priority 2

## ACTION 1

Implement BOR *Opportunity for All* and individualize support for students' diverse needs—academic, first generation, financial, cultural, social, emotional, physical, e.g.

### ***Charge 1: Implement Opportunity Centers***

- Program elements report to Provost Wanous/Dean Blackburn to President
- Housed in Student Success Center & Avera Student Center
- One webpage unites all offices/services for ease of student access



# Implementing Opportunity Center: Improving Retention

- **Offices under Provost Wanous (Student Success Center):**
  - Academic Advising
  - American Indian Circle Program
  - Career Services
  - Supplemental Instruction
  - TRIO Student Support Services
  - Upward Bound
  - Tutoring/Math/Writing Center
  - Veterans Services remains in Avera Student Center





# Implementing Opportunity Center: Improving Retention

- **Offices under Dean Blackburn (Avera Student Center):**
  - Avera Student Health
  - Counseling Center
  - Disability Services
  - Multicultural Student Affairs (*coordinator search in process*)
  - New Student Programs
  - Prevention Services
  - Residence Life
  - Student Organizations
  - Title IX



# Strategic Priority 2

***Charge 2: Safeguard free speech, scientific discovery, and academic freedom while balancing the rights of students and employees.***

## **NSU Faculty Handbook**

Guarantees of academic freedom for faculty are included in the BOR Policy 1.11 and the NSU Faculty Handbook. The NSU Provost's Office has no record of any complaint for academic freedom violations.

## **NSU Student Handbook**

- Includes *Student Freedom in Learning & Grievance Procedure*
- While students have appealed grades, Provost's Office has encountered no instances of appeal for tainted/prejudiced/capricious considerations of student opinions.



# Strategic Priority 2

***Charge 3: Supplement/Enhance knowledge of American Gov and principles, civic engagement, civility/dispute resolution among individuals with diverse backgrounds, beliefs and perspectives.***

- Center for Public History and Civic Engagement, Director Dr. Jon Schaff
- *Constitution Day, History Day, Free Speech Week, Legislative Internship, Speakers and Events*
- *Numerous civic engagement activities via campus, faculty, student organizations*
- *Numerous faculty embed community engagement and service into courses*



# Strategic Priority 2

***Charge 4: Promote equal opportunity and non-discrimination through merit-based decision making.***

- Follow all BOR Policies in Offices of HR & Provost
- Completed review of all hiring and promotion and tenure policies and procedures
- Publish all policies and procedures in *Employee Handbook & Faculty Handbook*
- SDBOR Student Code of Conduct illustrates commitment to self-discipline and respect for the rights of others
- *Employee Handbook* outlines our commitment to treat others civilly/constructively
- Committed to viewpoint-neutral procedures and decisions
- Enforce hiring policies/procedures and BOR 2.30 Whistle Blowing Policy



# Strategic Priority 2

## ACTION 2

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.

- Taskforce is forming – Provost Wanous, Dean Blackburn, AVP Bostian
- Faculty – Provost Wanous, Dr. Henderson, Dr. Brownfield
- Staff – AVP Bostian, VP Paulson
- Student – Dean Blackburn, Britt Lorenz, Jacob Swanson



# Strategic Priority 3

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.



# Strategic Priority 3

## ACTION 1

Evaluate existing partnerships and strategically pursue new partnerships that benefit student career-readiness while better serving the public good.

## ONE EXAMPLE

- Collaborating with the Aberdeen Development Corporation on developing a grant proposal to create an Innovation Center in the School of Business with guidance from the Center on Rural Innovation (CORI).
- Center to provide incubator resources for developing digital economy ecosystem in the region.
- Center will provide internship and learning opportunities for NSU students.





# Strategic Priority 3

## ACTION 2

Deeply engage our community partners, foundation, alumni, friends and donors in strategies and projects to advance NSU, Aberdeen and the region.

- NSU Foundation embarking on updated Strategic Plan in support of NSU's mission, vision, values and strategic priorities.
- Includes renewing communication with alumni, donors and friends outside the region.
- Cultivating partnerships to enhance Marketing and Communication to prospective students in major regional markets.





# Strategic Priority 4

Engage the campus and community to ensure long-term fiscal sustainability.



# Strategic Priority 4

## ACTION 1

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.

- Final report recently completed and Dr. Maher presenting at each campus.
- Executive Leadership Team and staff across campus continue to work on implementation—some in progress while others just beginning.
- [https://www.sdbor.edu/the-board/agendaitems/2014AgendaItems/2021%20Agenda%20Items/October21/3 | BOR1021.pdf](https://www.sdbor.edu/the-board/agendaitems/2014AgendaItems/2021%20Agenda%20Items/October21/3%20BOR1021.pdf)



# Strategic Priority 4

## ACTION 2

Increase philanthropic support for student scholarships and varied programming. The NSU Foundation has:

- Hired 4 development officers & program assistant.
- Made a conscious shift from fundraising for Facilities/Infrastructure to Scholarships and Marketing support.
- Continues to celebrate and engage in stewardship with donors who have gifted nearly \$150M to NSU for facilities, scholarship, and operational support over the last 10 years.



# Strategic Priority 5 (TBD)

The Provost in conjunction with faculty will create a 5<sup>th</sup> strategic priority and actions surrounding distinctive learning.

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# Comments or Questions?

Feedback can also be submitted online:

[northern.formstack.com/forms/campus\\_feedback](https://northern.formstack.com/forms/campus_feedback)