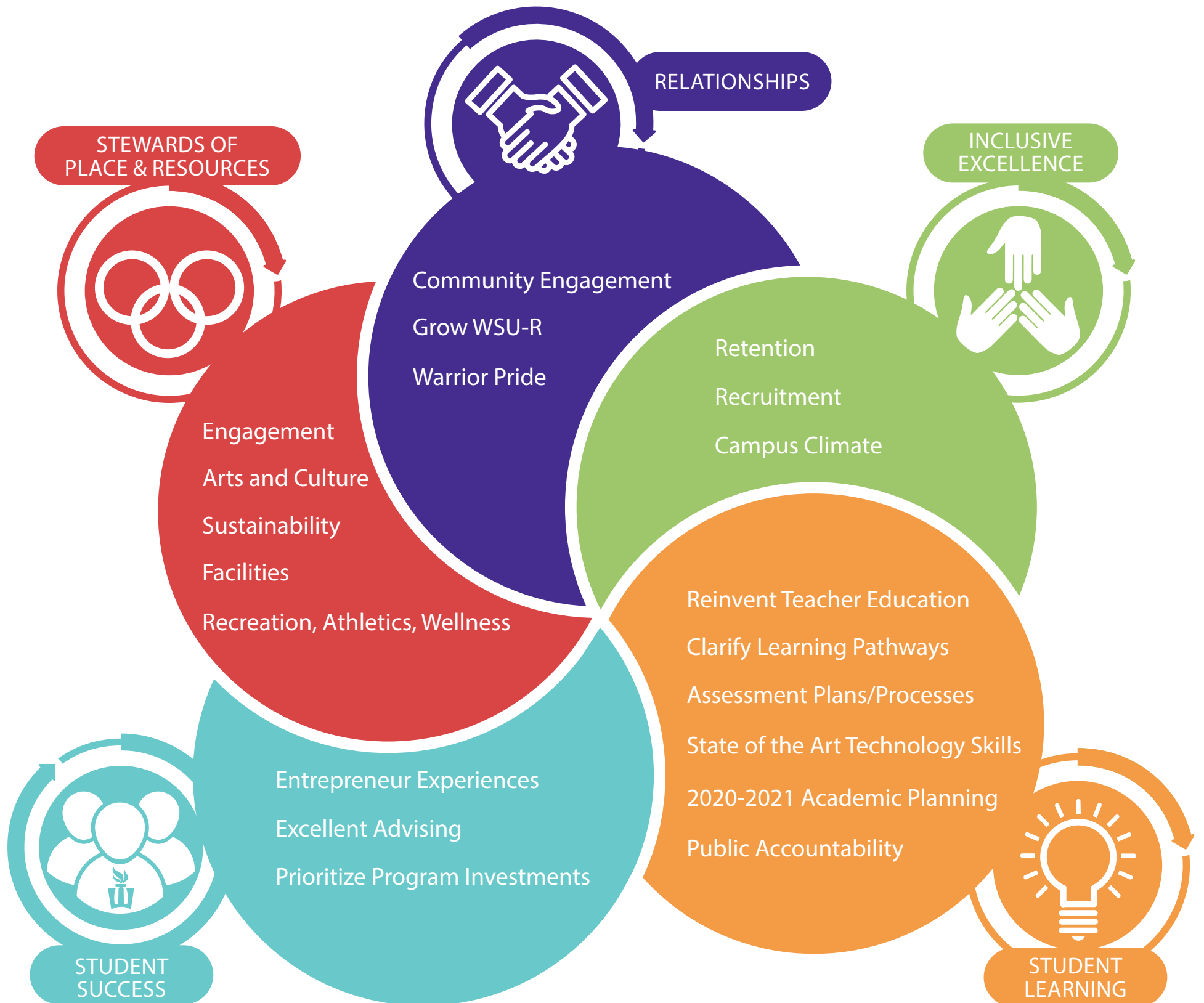


WINONA STATE UNIVERSITY STRATEGIC FRAMEWORK UPDATE

APRIL 2021



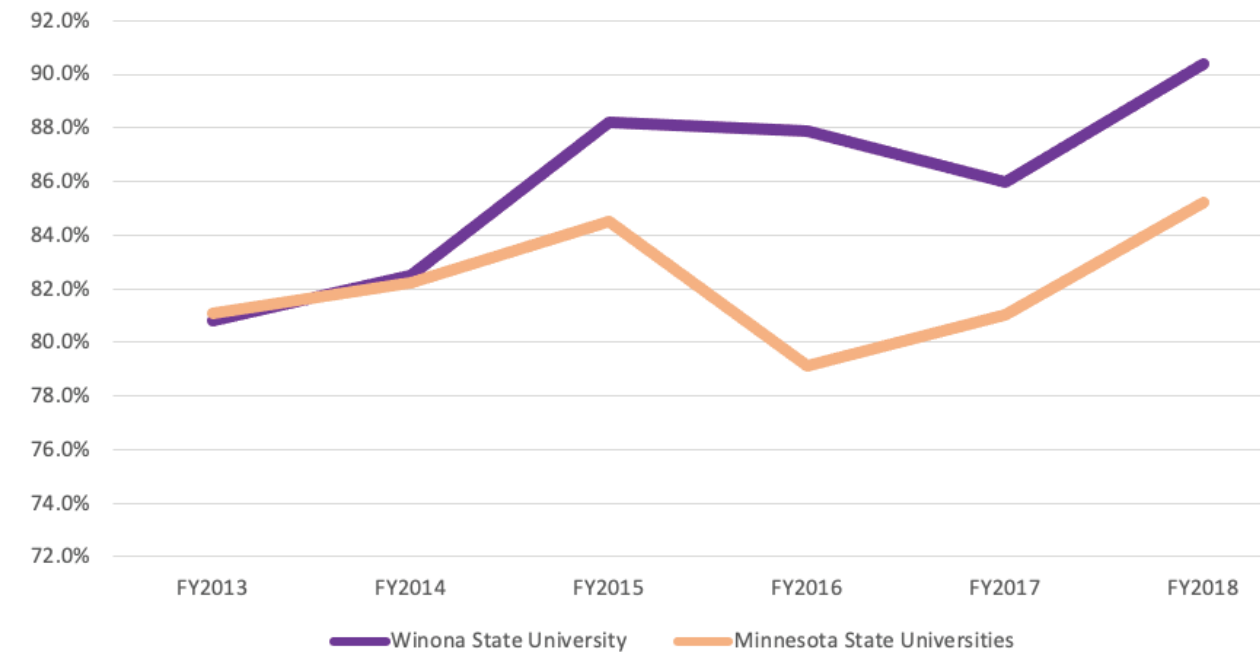
WINONA STATE UNIVERSITY STUDENT LEARNING



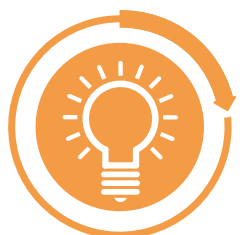
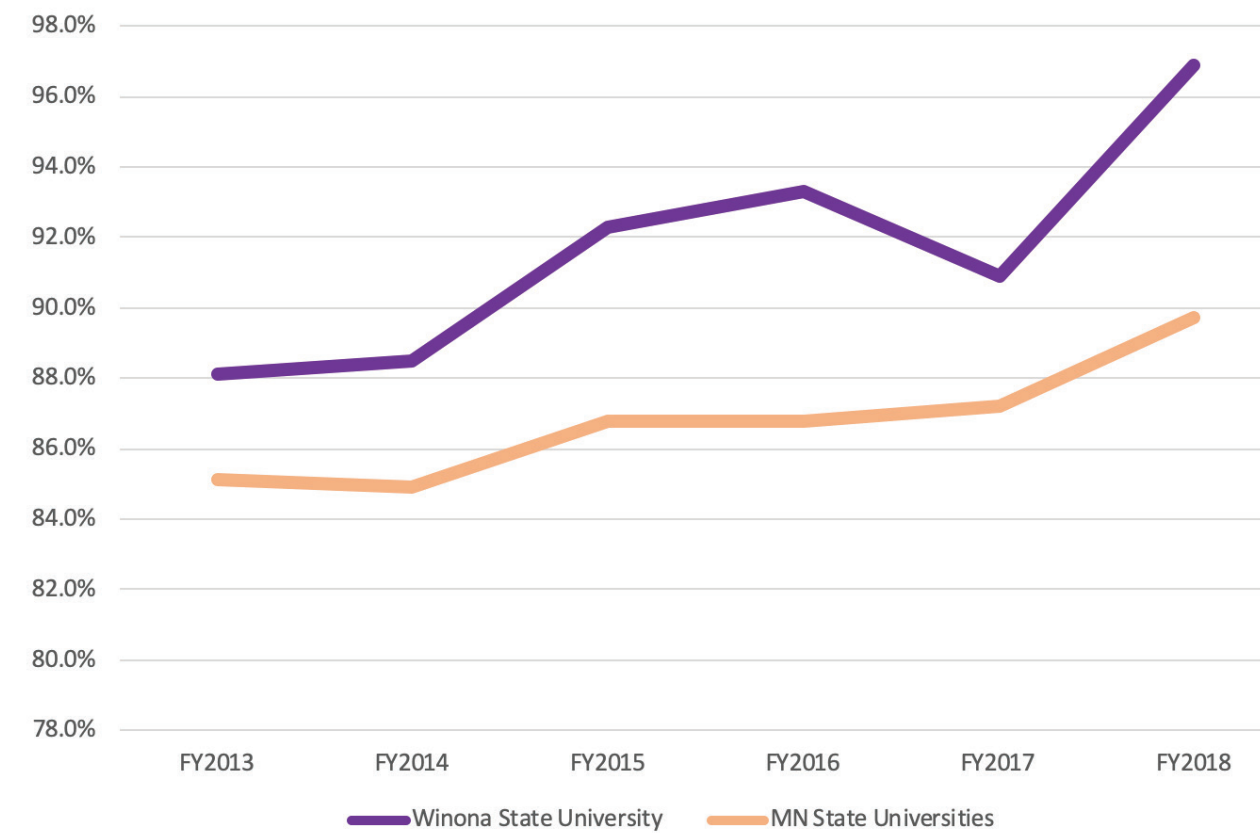
2012-2017 Goals	2012-2017 Achievements	Status
1.a. Reinvent Teacher Education	1.a.i. Build Education Village	COMPLETE
1.b. Clarify Student Pathways	1.b.i. Complete Major Maps Phase I (60% completed)	In Progress
1.c. Coordinate university-wide assessment plans & processes	1.c.i. Develop a university-wide assessment plan that includes student learning outcomes, methodology, measurement, measures, and improvement processes to "close the loop"	COMPLETE
1.d. Maintain Public Accountability	1.d.i. Strengthen and maintain accreditation and standing for our academic and co-curricular programs (e.g., AACSB, NCAA, CSWE, ABET, NASM, etc.)	Ongoing
	1.d.ii. Complete requirements for HLC 2016 follow-up report and choose an HLC Quality Initiative project	COMPLETE
	1.d.iii. Maintain relevant memberships in national and international organizations	COMPLETE

2018-2023 Goals	2018-2023 Achievements	Status
1.e. Develop and Implement Academic Plan 2020-2025	1.e.i. Develop Plan with wide WSU Community Input	COMPLETE
	1.e.ii. Implement Academic Plan	In Progress
1.f.i. Leverage Tomorrow's Technology in the Academic Enterprise (Phase 1)	1.f.i.1 Build Next Generation Learning Spaces (TT - Phase 1)	COMPLETE
	1.f.i.2 Launch Digital Citizenship Program (TT - Phase 1)	COMPLETE
	1.f.i.3 Integrate Technology Enriched Student Success Strategies (TT - Phase 1)	In Progress
	1.f.i.4 Enhance Online and Hybrid Learning Opportunities (TT - Phase 1)	COMPLETE
1.f.ii. Leverage Tomorrow's Technology in the Academic Enterprise (Phase 2)	1.f.ii.1 Open Educational Resource (OER) Repositories for All General Education Courses (TT - Phase 2)	Launching
	1.f.ii.2 Implement Scaled Applications of Extended Reality (TT - Phase 2)	Launching
	1.f.ii.3 Pilot Personalized Learning Assistants (TT - Phase 2)	Launching
	1.f.ii.4 Implement Actionable Learning Analytics (TT - Phase 2)	Launching
	1.f.ii.5 Increase the Number of Active Learning Classrooms (TT - Phase 2)	Launching
	1.f.ii.6 Develop an Online and Hybrid Course and Program Quality Improvement Process (TT - Phase 2)	Launching
1.g. Clarify Student Pathways II	1.g.i. Complete Major Maps Phase II (71% completed)	In Progress

Licensure Exam Pass Rates



Related Employment of Graduates



Source: Minnesota State College and University System Data, Performance Metrics, May 2020

WINONA STATE UNIVERSITY STUDENT SUCCESS



2012-2017 Goals	2012-2017 Achievements	Status
2.a. Expand Entrepreneurship Opportunities	2.a.i. Establish Warriors Innovate Challenge	Implemented
2.b. Develop and implement a Strategic Enrollment Plan for 2014 – 2019 that addresses recruitment, retention, and graduation of students * Build upon the Early Intervention Program (EIP) to improve retention interventions * Streamline policies, procedures, and practices that create pinch points * Strategic Marketing and Recruitment Strategies	2.b.i Monitor enrollment trends and demographics to address the needs of future students	In Progress
	2.b.ii Build on the current first-year experience at WSU by creating a more comprehensive early warning system and investing in a sophomore year experience	In Progress
	2.b.iii Maximize integration of admissions, financial aid, residence life, orientation, and registration systems to create a seamless “point-of-entry” experience for incoming first-year, transfer and graduate students, regardless of location or delivery mode	In Progress
2.c Promote a culture of student success	2.b.iv Increase available scholarship opportunities for both incoming and continuing students	In Progress
	2.c.i Engage WSU faculty more in retention efforts by creating opportunities for increased student-faculty interaction and providing more and improved advisor training for faculty advisors	In Progress
2.d Promote lifetime personal well-being of all students through active and engaged participation in the WSU “Seven Dimensions of Wellness” (intellectual, physical, occupational, social, environmental, emotional, and spiritual)	2.c.ii Promote and support a culture of high-quality advising that includes academic and career planning	In Progress
	2.d.i Continue and expand partnerships and collaboration within the campus community	In Progress
	2.d.ii Explore the role of wellness in the development of curriculum and programs	In Progress
2018-2023 Goals	2.d.iii Expand and encourage student participation in extracurricular activities that enhance student engagement	Maintain
	2018-2023 Achievements	Status
	2.e. Improve The Student Experience	2.e.i. Install Photo Spot on Campus (Gazebo Letters)
2.f. Achieve Advising Excellence	2.f.i. Implement the HLC Quality Project	Ongoing
2.g. Focus Academic Investments	2.g.i. Launch Program Prioritization Process	Ongoing
2.h. Enhance Graduation Planning	2.h.i Launch u.Achieve Grad Planner	Ongoing
2.i Co-curricular Transcript/Programming	2.i.i Implement Co-Curricular Transcript Programming that is Linked to Learning Outcomes	COMPLETE
2.j Expand E-services	2.j.i Implement Automated Workflow Solutions	Ongoing



	2020 Graduation Rate (%): Predicted	2020 Graduation Rate (%): Actual	2020 Graduation "Dividend"	2019 Graduation "Dividend"	Change From 2019 to 2020
Winona State U	56	64	8.00	7.00	1.00
MSU Mankato	52	49	(3.00)	(3.00)	0.00
Bemidji State U	50	46	(4.00)	0.00	(4.00)
St Cloud State U	50	44	(6.00)	(4.00)	(2.00)
Southwest MN State	55	45	(10.00)	(7.00)	(3.00)
MSU Moorhead	54	43	(11.00)	(3.00)	(8.00)
Metro State U	48	33	(15.00)	(11.00)	(4.00)

Source: U.S. News & World Report Best Colleges 2020



One metric we find instructive at WSU is the Value-Added “Dividend” that an institution provides, which is the one true and best measure of what the institution is contributing to a student’s education. The “Dividend” is determined by comparing the Predicted Rate of Student Success to the Actual Rate of Student Success. Did students do better or worse than they were predicted to do? U.S. News & World Report provides helpful national data for institutions to assess whether they are meeting expectations, or exceeding them, or falling short. The data reveal that WSU is greatly exceeding expectations and outperforming the other state universities in Minnesota:



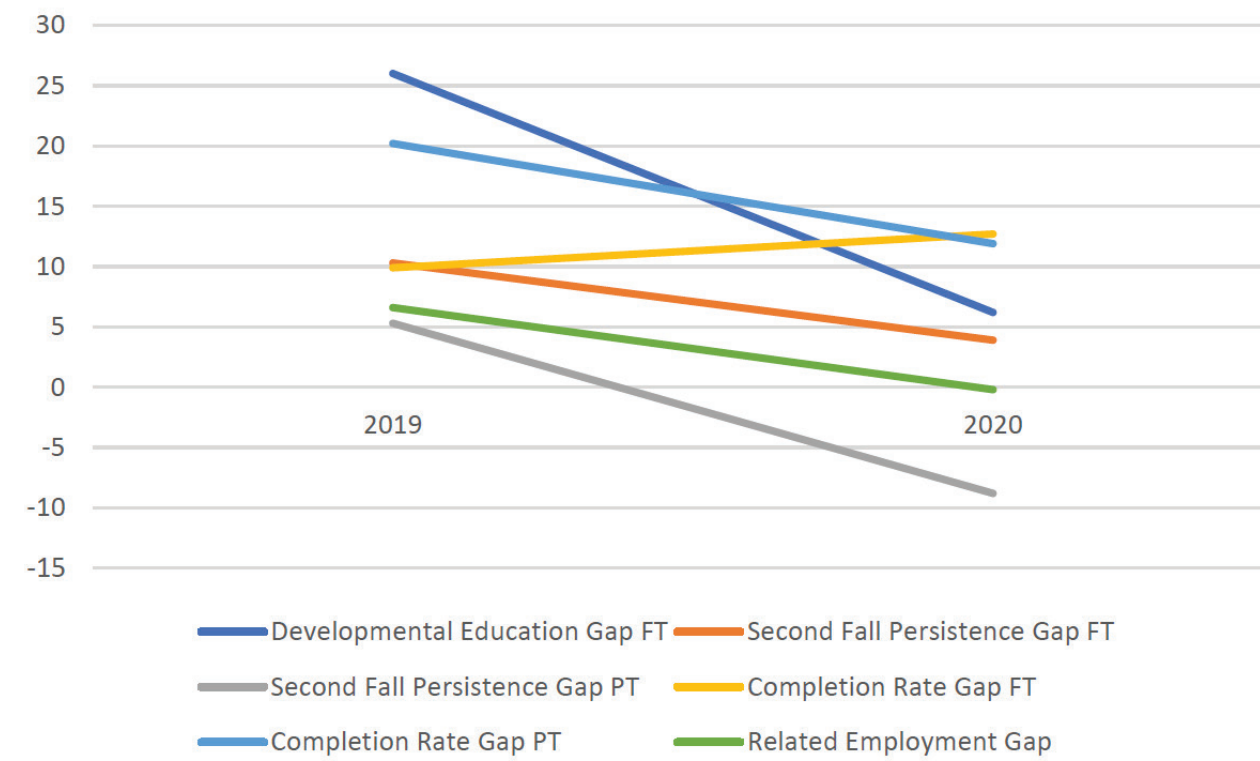
WINONA STATE UNIVERSITY INCLUSIVE EXCELLENCE



2012-2017 Goals	2012-2017 Achievements	Status
3.a. Increase Campus Diversity, Equity, and Inclusion	3.a.i. Increase Employee/Student Diversity 3.a.ii. Open KEAP Space	Increase COMPLETE
3.c Assess and address the strengths and gaps in the current practices for diversity and inclusivity in the WSU community	3.c.i. Campus Climate Survey, Inclusive Excellence Strategic Plan (2019-2024)	COMPLETE
3.d Create organizational structures and processes that ensure the enhancement of a culturally competent, welcoming, and pluralistic university	3.d.i. Create and fill the AVP Equity & Inclusive Excellence position	COMPLETE
2018-2023 Goals	2018-2023 Achievements	Status
3.e. Close the Achievement Gap	3.e.i. Establish Data Task Force 3.e.ii. Develop a Fundraising Focus on Need-Based Scholarships	Ongoing Ongoing
3.f. Build long-term relationships with under represented alum (BIPOC, LGBTQ+, etc.)	3.f.i. Build Partnership with Alumni Relations and University Advancement	Ongoing
3.g. Create spaces for open/honest dialogue concerning topics of diversity	3.g.i. Organize Race Matters Study Group, Employee/student listening sessions	Ongoing



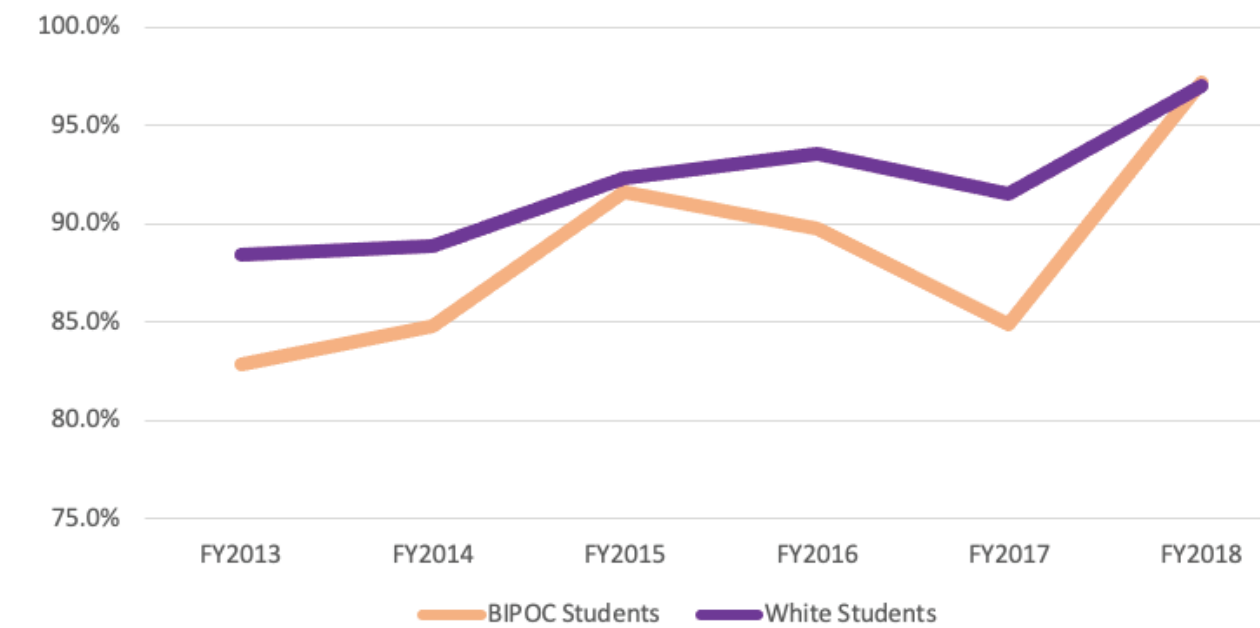
WSU Change in "Gap" from 2019 to 2020



The Gaps at WSU are mostly narrowing (i.e., improving). This chart compares the Gaps as measured by System data in 2019 to the Gaps in 2020. Five of six Gaps narrowed. The only exception is the Gap in Completion Rate for Full-Time students, which widened slightly (the gold line):

As you can see, five of the six lines slope down, as they should. For example, the Developmental Education Gap for Full-Time Students (the darker blue line) fell from 26.0 in the 2019 data to 6.2 in the 2020 data. Of course, WSU shouldn't celebrate just yet, because (a) one year does not a permanent trend make, and (b) Gaps still exist.

WSU Related Employment: Comparison of BIPOC and White Students



Source: Minnesota State College and University System Data, Performance Metrics, May 2020

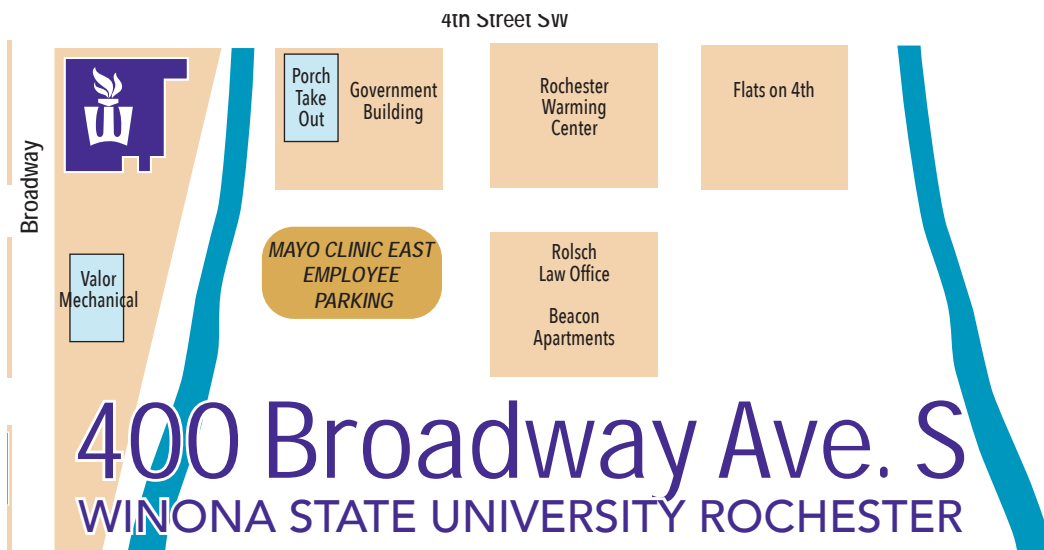


WINONA STATE UNIVERSITY RELATIONSHIPS



2012-2017 Goals	2012-2017 Achievements	Status
4.a. Strengthen Rochester Community Access	4.a.i. Expand to WSUR 4th and Broadway	COMPLETE
4.b. Enhance Shared Community and Campus Services	4.b.i. Enhance MSC SE and RCTC Connections	Ongoing
4.c. Develop and enhance programming to strengthen a culture of civility and collegiality on our campuses and in our local communities	4.c.i. Promote citizenship and responsibility	Ongoing
	4.c.ii. Sustain commitment to shared governance	Ongoing
	4.c.iii. Promote openness and transparency	Ongoing
4.d. Enhance community engagement that supports teaching and learning	4.d.i. Expand and enhance academic and co-curricular programs to support regional industry and community needs	Ongoing
	4.d.ii. Establish ways to track, monitor, and recognize student community engagement.	Ongoing
	4.d.iii. Strengthen the relationship between academic programs/departments and University Advancement	Ongoing

2018-2023 Goals	2018-2023 Achievements	Status
4.c. Expand the facilities and programming capacity in Rochester. Specifically expand footprint at the Broadway Campus	4.d.i. Expand WSU-R 4th and Broadway Location to 2nd Floor (Graduate Nursing) 4.d.ii. Expand graduate programming that aligns with regional needs.	COMPLETE COMPLETE
4.f. Implement Warrior Pride Initiative	4.f.i. Restart Purple Friday 4.f.ii. Enhance Warrior Connections 4.f.iii. Develop Community Wide Calendar	Ongoing Ongoing Ongoing



Winona State University expanded its presence in Rochester, Minnesota by renting the top floor of a commercial building in the downtown area. The space proved so successful that WSU-R soon expanded to another floor of the facility. Because of the professional environment it creates, this location has contributed to a dramatic growth of graduate program enrollment in the region.

Implement Warrior Pride Initiative. PURPLE FRIDAY

WSU PURPLE FRIDAYS

Has a whole group of winners this week!

photo from the WSU Graduate Induction Program in Rochester

Thank you to Kelly Storing for submitting this photo! Please reply to this email with your address so we can mail you an Amazon gift card!

Working together but *not* together! can be tough sometimes, but we love to see everyone sticking through it, especially while showing some Warrior Pride!

Remember, as always, anyone can participate in #WSUPurpleFridays each week! Post your photo with #WSUPurpleFridays or email it to us for a chance to win an Amazon gift card and be featured in our weekly email!

Winona State University Foundation

#WSUPurpleFridays is proudly sponsored by the Winona State University Foundation. The WSU Foundation exists to raise funds, invest them in perpetuity, and distribute them in ways that collaboratively support the mission of the University. We recognize those who give and receive for the common good.



WINONA STATE UNIVERSITY STEWARDS OF PLACE & RESOURCES



2012-2017 Goals	2012-2017 Achievements	Status
5.a. Expand Capacity to Support Arts and Cultural Activities	5.a.i Receive Laird Norton Building	In Progress
5.b. Expand Recreation, Athletics, and Wellness Spaces	5.b.i. Complete Stadium Upgrades	In Progress
5.c. Enhance the Practice and Teaching of Sustainability	5.c.i. Establish a structure to ensure that WSU continually works to understand and meet the broader scope of its sustainability responsibilities 5.c.ii. Identify and fund a sustainability flagship project around sustainability.	Ongoing Ongoing

2018-2023 Goals	2018-2023 Achievements	Status
5.c. Enhance Capacity to Support Engaged Learning	5.b.i. Establish the COB Endowment	COMPLETE
5.d Implement Sustainable Energy Savings Program	5.e.i Implement guaranteed energy savings program	In Progress
5.e. Enhance Instruction Space for Collaboration in Art, Computer Science and Math	5.f.i Secure funding for CICEL	In Progress
5.g. Enhance Facilities Planning (Winona and Rochester)	5.g.i Develop an updated facilities plan that incorporates both Winona and Rochester	Launching
5.h. Implement WSU Thriving 2035: Re-imagining Residence Life Plan	5.h.i Develop plan to enhance residence life housing opportunities	Launching



WSU is planning a new energy-independent building that for now we are calling the Center for Interdisciplinary Collaboration, Engagement, and Learning (or "CICEL" for short). CICEL will serve as home to the Departments of Art & Design, Computer Science, and Mathematics and Statistics and will encourage collaborative work between these programs and related fields across campus. CICEL will make use of solar and geo-thermal energy and will be an energy-net-zero addition to campus.



Thank You to All Those who serve on WSU's All-University Shared Governance Committees!

Long-Range Planning Committee

Dave Burman
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Sheila Rinn
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