

Empowering Generations: Minot State University's Strategic Plan

Goal 1: Build enrollment to secure financial sustainability for the institution.

Goal 1, Objective 1: Increase enrollment through recruitment, retention, and improved persistence.

Action Item	Responsible Party	Progress during 2022-2023	Progress during 2023-2024	Progress during 2024-2025
Action Item 1: Update and implement a strategic enrollment management and marketing plan to strengthen the position of the University from small research institution to strong regional institution.	VPEMO Marketing		Dr. Jacek Mrozik has developed a timeline to develop a strategic enrollment management (SEM) plan. Work will begin during summer 2024 and conclude in December 2024.	In progress
Action Item 2: Enhance academic advising to ensure all students have access to prompt and effective advising year-round.	VPAA AVPAA ASC	<p>The following actions were taken to improve academic advising during 2022-2023:</p> <ul style="list-style-type: none"> • ASC visited nearly all academic departments to provide an update and overview of Starfish. • The Academic Advising Council created a Success Plan in Starfish for students admitted on provision. Dr. Geller and Dr. Williams approved a pilot plan for the fall semester where staff from ASC, POWER and COB will work with students to create a Success Plan. Staff will be called Success Mentors. Those who are also advisors will continue in that role, as well. Details are HERE. • Faculty now use Starfish to schedule new student advising 	<p>The Retain and Graduate Committee sends reminders to faculty about upcoming registrations and advising times. They also developed a timeline of events leading up to and following registration each semester.</p> <p>Orientation for spring 2024 and for summer/fall 2024 has been reevaluated and improved. It is not a half-day experience in collaboration with registration and includes some sessions for parents.</p> <p>The Academic Advising Council sent an advising survey to all students during fall semester 2023. Results will be used to continue to improve academic advising. New advisor, Eric</p>	Retain and Graduate Committee received an EMPOWER grant to implement their Rise and Grind program to help students get registered for spring 2025. This event took place during the first week of spring registration at the end of October 2024.

		<p>appointments, which makes this process easier for many offices involved in advising.</p>	<p>Pietrzak, has been instrumental in implementing initiatives to improve advising.</p> <p>Part of Jeni Anderson's position will transition to an academic advisor working with students in criminal justice, psychology, addiction studies, and social work.</p>	
Action Item 3: Improve the efficiency and experience of the transfer process	VPAA AVPAA Registrar	<ul style="list-style-type: none"> • The Registrar's Office continues to review all transfer courses, equating as many general education courses as possible before sending them to departments for review. • One of the Registrar's goals for 2023 is: Evaluate the entire transfer process to determine bottlenecks and impediments to enrollment. An update will be provided after 2023. 	<p>The Registrar's Office continues to update their processes.</p> <p>Melissa and Ashley spearheaded the identification of roadblocks for transfer students this year. The Registrar's Office team (Ashley, Kim, and Melissa) met with members of the Enrollment Services team (Jacek, Michelle, Heather, and Emily) in March 2023 to discuss roadblocks, then sent a survey in the fall to garner additional campus-wide feedback on roadblocks and solutions to address the roadblocks. Main concerns: course equivalencies, transcript posting process, student communication, and other (mostly gen ed).</p> <p>A majority of the concerns raised are being addressed or will be in the next year. A potential additional next step could include requesting information from transfer</p>	The Registrar's Office continues to update their processes to serve students effectively and efficiently.

			<p>students on their experience and perception of roadblocks.</p> <p>In addition, two members of the Registrar's Office identified ideas to streamline general education course transfer in conjunction with Gen Ed Committee to ensure maximum credit transfer.</p> <p>Accomplishments included:</p> <ul style="list-style-type: none"> • eForm to replace the current paper one is in development; delayed at the state IT level • Updated the Developmental Content evaluation process, which includes expanded approval authority for the Gen Ed Committee chair • Access to TES for the General Education Committee chair not granted due to other constraints; the Registrar's Office team will email the courses for evaluation. 	
Action Item 4: Develop and implement new programs (e.g., stackable certificates); grow high-demand, existing programs; and reduce under-enrolled programs.	VPAA AVPAA Chairs	<p>During 2022-2023, the following programs were added:</p> <ul style="list-style-type: none"> • Undergraduate Certificate in Substitute Teaching • Undergraduate Certificate in Project Management • Undergraduate Certificate, Minor, and BS in Data Science • Undergraduate Certificate in Data Analytics 	<p>During 2023-2024, the following programs were added:</p> <ul style="list-style-type: none"> • MS in Professional Studies with stackable certificates and a culminating experience • Graduate Certificate in Computer Science Education • Undergraduate Certificate in Computer Science and Cybersecurity Education 	<p>During 2024-2025, the following programs are under development (as of 11-06-2024):</p> <ul style="list-style-type: none"> • MS in Nursing • Associate of Arts • MS in Substance Use and Mental Health Counseling

		<ul style="list-style-type: none"> • Undergraduate Certificate in Game Studies • Undergraduate Certificate in Game Design and Development • Undergraduate Certificate in Public History • Undergraduate Certificate in American Sign Language • Undergraduate Certificate in Interpreter Training • Minor in Interpreter Training • Minor in Leadership Studies • Graduate Certificate in Trauma Informed Teaching • Graduate Certificate in Mathematics Education • Graduate Certificate in Sports Administration • Master of Arts in Teaching: Special Education (leads to licensure program) • Updated and renamed UG certificate: Information Assurance renamed Cyber Defense • Updated and renamed UG certificate: Application Software Specialist renamed Technology Management • All science education BSEd programs were merged to become the new BSEd in Composite Science • Para-to-Teacher Professional program 	<ul style="list-style-type: none"> • Graduate Certificate in Writing for Educators • Graduate Certificate in Professional Writing. • Undergraduate Certificate in Geographic Information Systems (GIS) • AAS in Accounting <p>The following programs are being developed and proposed:</p> <ul style="list-style-type: none"> • BS in Wildlife and Fisheries 	
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		future plans.		
Action Item 5: Implement esports and other club sports.	VPAA	<ul style="list-style-type: none"> • An esports arena is being built and furnished as part of the Hartnett Hall renovation during 2022-2024. • The esports club began competing and was granted an official student club at Minot State. 	<p>The esports team continues to grow and compete.</p> <ul style="list-style-type: none"> • The esports club received an \$18,000 appropriated budget and a \$2.50 student fee for 2023-2024. • The new esports arena with ShoutCast! room and offices for two coaches will open in Hartnett Hall during spring 2024. • The esports members received team apparel from a donor. • A budget request for one esports coach and increased operating budget was approved for 2024-2025. • A coach was hired and starts on July 1, 2024. 	The esports program has moved into their new space in Hartnett Hall with a fulltime coach, graduate assistant coaches, and other items.
Action Item 6: Develop Recruit-Back and Prior Learning Assessment programs for students who stopped out.	VPEMO R&G Committee	<p>The Retain and Graduate Committee was awarded an EMPOWER grant for the Recruit-Back Program. It was renamed The Finish Line.</p> <ul style="list-style-type: none"> • Three (3) students responded. • One (1) came back and completed their degree during summer 2023. • Two (2) more enrolled during fall 2023. <p>An EMPOWER grant was awarded to extend PLA to additional disciplines across campus.</p>		

		<ul style="list-style-type: none"> • During spring and summer 2023, 11 new exams were written for credit-by-exam for ACCT 200; ENGL 110, 225, 231, 251, 315, 355; HUM 251, 252, 254; SPED 141. • Six (6) exams were modified for PLA credit. The exam revisions aligned old exams to the current curriculum. Revised exams included SPED 110, 111, 112, 120, 141, 223, 250. No portfolios were submitted by students during that time, • This campus-wide list can serve as a frame of reference for students, faculty, and advisors. • A PLA webpage was created in addition to the website that already exists in the College of Business. 		
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Goal 2: Support collaboration and innovation to create an active, hands-on learning environment and rigorous interdisciplinary academic experiences.

Goal 2, Objective 1: Be a leader in innovative academic structure, programs, and course offerings

Action Item	Responsible Party	Progress during 2022-2023	Progress during 2023-2024	Progress during 2024-2025
Action Item 1: Complete and implement the academic redesign	VPAA AVPAA	Dr. Alaric Williams was hired during 2022-2023 to serve as AVPAA. He started on Feb. 16, 2023. He began work on academic restructuring during summer 2023.	President Shirley announced plans to move forward with restructuring at the fall 2023 convocation. Dr. Williams worked the chairs, administrative assistants, and others to develop a plan for	Four schools and nine departments have been created and are in place. Teacher licensure programs is also in place. Other policies and procedures have been adopted or revised in the process.

			initial implementation during spring 2024 that includes nine departments under four schools. Chairs and administrative assistants were selected and start on January 1, 2024.	
Action Item 2: Revise general education program	VPAA FS General Education Committee	A Faculty Senate ad hoc committee developed two versions of a general education (GE) model—GERTA version and non-GERTA alternate GE model. These models were developed and refined over two years (2021-2023) following an initial revision to the developmental GE model (11 developmental GE categories to 9 developmental GE categories) that was never fully implemented. During spring 2023, Faculty Senate did not support any changes to the GE model instituted since 2014.	There are no plans to revise general education during 2023-2024 while restructuring is being implemented. An ad hoc committee has been formed by Faculty Senate president, Dr. Mark Singer. They will be meeting during summer 2024.	The Gen Ed Working Group made significant strides during summer 2024 and shared a draft proposal with all departments and other areas of campus early in the fall semester. The General Education Committee together with an Ad Hoc Committee have been charged with additional duties during fall semester. Anticipated implementation of a new gen ed program is fall 2025.
Action Item 3: Revise University Cabinet to better serve as an innovation and problem-solving leadership team	President	Discussions were held at President's Staff. No changes were made.	Informational presentations about marketing and enrollment were given at University Cabinet during spring 2024.	No progress on this item.
Action Item 4: Develop/increase collaborative learning experiences, hands-on learning experiences, professional development opportunities, and other less traditional offerings.	VPAA AVPAA Chairs	The geology faculty took a first-year experience (FYE) learning community (LC) to Glacier Park and Yellowstone Park for 8 days during fall 2022. The experience was a success, and the faculty planned a similar FYE LC for fall 2023. Some of the spring 2023 EMPOWER grants supported student engagement—biology	Two first-year experience (FYE) learning communities (LC) that included travel and experiential opportunities were offered for 2023-2024, including Go Take a Hike! and An Outlander's Guide to Scotland. The Scotland LC did not get enough enrollment and was converted into a study trip in May 2024.	Faculty continue to be creative in their offerings and events. More updates will be provided as the year progresses.

		<p>trip to Sapelo Island, exercise science and rehab equipment, concert choir trip, National Cyber League, virtual reality for nursing.</p> <p>Student travel opportunities to present, compete, or actively participate in a meeting, competition, or other function continue via a student fee.</p> <p>The FYE director made a budget request to increase experiential experiences in the first-year learning communities. It was not funded for 2023-2024.</p> <p>A Bush Grant to explore a non-traditional pipeline from special education para to technician to undergraduate degree with a partnership with Certification Central was funded and piloted.</p>	<p>The Economic Diversification Grants (\$40,000) and over half of the funding for the 2023-2024 EMPOWER grants support undergraduate research and new learning opportunities.</p> <p>The VPAA supported professional development for five department chairs.</p> <p>Advanced Study Grants supported 9 faculty and staff to continue their education or earn additional credentials that support their positions.</p> <p>An MOU to continue the Bush Grant special education pipeline project with Certification Central was approved.</p>	
Action Item 5: Develop institutionalized mechanisms (including grants) for encouraging and supporting innovation in teaching and learning.	VPAA	<p>The EMPOWER grants supported innovation in teaching and learning.</p> <p>Student travel funds supported the geology first-year experience, a biology field trip, and a geology field trip. Computer science and criminal justice are offering all courses in multiple modalities. Computer science uses face-to-face and online synchronous, and criminal justice uses face-to-</p>	<p>Economic Diversification Grants and EMPOWER grants supported innovation in teaching and learning.</p> <p>Geology is developing another general education online asynchronous science course while offering it in three modalities—face-to-face, online synchronous, and online asynchronous.</p>	<p>Economic Diversification Grants (\$20K), EMPOWER grants (\$50K), and CIEC grants (\$40K) continue to support innovation in teaching and learning as well as cultural events.</p> <p>Eight fall 2024 CIEC projects were awarded. Three applications have been submitted for spring 2025. See the CIEC webpage for a list of</p>

		<p>face, online synchronous, and online asynchronous.</p> <p>The Division of Science developed two more online gen ed science courses.</p> <p>The Cultural and Intellectual Engagement Council was established and has \$40K to enhance and enrich the vibrancy of campus and community life through grants to support events organized by faculty and staff.</p>	<p>The Cultural and Intellectual Engagement Council was established and has \$40K to enhance and enrich the vibrancy of campus and community life.</p> <p>The Cultural and Intellectual Engagement Council awarded \$20K in funding for six projects to enhance and enrich the vibrancy of campus and community life. Eight fall 2024 projects were awarded. See the CIEC webpage for a list of spring 2024 and fall 2024 projects.</p>	spring 2024 and fall 2024 projects.
Goal 2, Objective 2: Integrate high-impact practices across the curriculum to provide relevant and meaningful learning experiences.				
Action Item	Responsible Party	Progress during 2022-2023	Progress during 2023-2024	Progress during 2024-2025
Action Item 1: Evaluate undergraduate research, engagement opportunities, and creative activity and adapt, improve, or add where applicable.	VPAA AVPAA Chairs	<p>Some of the spring 2023 EMPOWER grants supported student engagement—biology trip to Sapelo Island, exercise science and rehab equipment, concert choir trip, National Cyber League, virtual reality for nursing.</p> <p>Many of the Faculty Small Research Grants included student research.</p> <p>Student travel fees supported undergraduate engagement.</p> <p>Additional funding for FYE travel was proposed but not funded.</p>	<p>Economic Diversification Grants, EMPOWER Grants, and Faculty Small Research Grants supported undergraduate research.</p> <p>The Economic Diversification Grants (\$40,000) and over half of the funding for the 2023-2024 EMPOWER grants support undergraduate research and new learning opportunities.</p> <p>Student travel fees supported undergraduate engagement.</p> <p>Some of the UROP grants were funded.</p>	<p>Economic Diversification Grants (\$40K), EMPOWER Grants (\$50K), and Faculty Small Research Grants (\$24K) supported undergraduate research.</p> <p>Student travel fees supported undergraduate engagement.</p> <p>Some of the UROP grants were funded.</p> <p>INBRE grants support undergraduate research.</p> <p>CIEC grants (\$40K) support events and activities to</p>

			<p>\$24,000 was awarded to faculty for small research/creative activity grants for 2024-2025.</p> <p>\$40,000 in Economic Diversification Research Funds were awarded for 2024-2025.</p>	enhance the cultural and intellectual climate of campus.
Action Item 2: All graduates will participate in a rigorous culminating experience (e.g., clinical experience, internship, undergraduate research or creative activity, student teaching)	VPAA AVPAA Chairs	No progress on this action item. Most but not all programs have a culminating experience. Those programs that do not need to be identified and asked to consider ways a culminating experience could occur.	No progress.	No progress.
Action Item 3: Increase the number of students who study abroad or participate in study tours	VPSA Director, International Programs	A new director of international programs was hired and started full-time during spring 2023. She helped facilitate a successful faculty-led student spring 2023 trip to Europe.	A 2024 trip to Scotland as part of an FYE was planned, but did not get adequate enrollment. The trip is delayed until spring 2025 and will be a study tour.	The trip to Scotland will occur during spring 2025. The choir is also traveling to Norway in May 2025.
Action Item 4: Implement revised First-Year Experience (FYE)	VPAA FYE Director	This revision did not move forward to do resource issues and inequities it would create.	This revision did not move forward to do resource issues and inequities it would create.	No progress.
Action Item 5: Develop and implement a campus plan based on best practices which will increase participation in extracurricular and co-curricular activities.	VPSA Co-curricular Committee	<i>Check with Kevin Harmon and Nathan Anderson.</i>	<i>Check with Kevin Harmon and Nathan Anderson.</i>	<i>Check with Kevin Harmon and Nathan Anderson.</i>

Goal 3: Strengthen meaningful community engagement and commitment to public service.

Goal 3, Objective 1: Develop agreements and partnerships with higher education entities and relevant industries. (i.e., businesses, nonprofits, government agencies, health organizations, tribal organizations, etc.), and P-16 institutions.

Action Item	Responsible Party	Progress during 2022-2023	Progress during 2023-2024	Progress during 2024-2025
Action Item 1: Develop additional avenues of	VPAA AVPAA	The Bush Grant for a special education pipeline was	The MOU and program articulations between MiSU and	The MOU with articulation agreements for six programs

cooperation with Dakota College at Bottineau to ensure a mutually beneficial partnership		supposed to include DCB, but the change in many leadership positions at DCB prevented their participation.	DCB are being updated and additional programs are being added. The DCB CTE dental programs may increase opportunities for collaboration.	will be signed during fall 2024. Discussions about ways MiSU can support DCB's dental assisting and dental hygiene programs are under way.
Action Item 2: Develop new or update existing agreements with ND higher education partners and with out-of-state and international partners, strategically located and selected. (2 + 2 agreements, graduate school agreements, transfer agreements, MOUs)	VPAA AVPAA Chairs	<p>Agreements signed during 2022-2023:</p> <ul style="list-style-type: none"> • MiSU and AU-ABC BS in Management Agreement • MiSU and Cankdeska Cikana Community College Social Work Articulation Agreement • MiSU and LRSC Communication Sciences and Disorders Articulation Agreement • MiSU and NHSCC Addiction Studies Articulation Agreement • MiSU and DSU Addiction Studies Agreement • MiSU and UTTC Addiction Studies Articulation Agreement • MiSU and VSCU Agreement for Graduate Math Instruction • MiSU and WSC Addiction Studies Articulation Agreement • Northern Information Technology Consortium (2022-2023) • Poland – Warszawska Wyższa Szkoła Biznesu » MOU (Dec 12, 2022) 	<p>Agreements signed during 2023-2024:</p> <ul style="list-style-type: none"> • MiSU and DCB Nursing Articulation Guaranteed Admission Agreement • MiSU and MState Articulation Agreement - American Sign Language and Sign Language Interpreter Training • MiSU and UTTC Social Work Articulation Agreement • MiSU and UTTC Psychology Articulation Agreement • MiSU and WSC Social Work Articulation Agreement (in progress) • Statewide Nursing Articulation Agreement (2023-2025) • Northern Information Technology Consortium (2023-2024) • Statewide Psychology Articulation Agreement (2023-2025) • University of Lodz – Graduate Certificate in Leadership • MSU and DSU Minor in Special Education (renew spring 2029) • AU-ABC BS in Data Science (waiting for signature) 	Agreements are being updated, revised, and developed with DCB, WSC, and schools and consortiums in PA and MI. Updates to come.

		<ul style="list-style-type: none"> • Sweden – Kristianstad University » General MOU 	<ul style="list-style-type: none"> • MSU and Certification Central Special Education Technician to BSEd Special Education <p>Minot State and Williston State College met to explore opportunities in social work, psychology, and addiction studies.</p>	
Action Item 3: Develop partnerships with local or regional businesses, nonprofits, government agencies, health organizations, tribal organizations, telecommunications, broadband, energy, etc.	VPAA AVPAA Chairs Directors	<p>MiSU’s Department of Addiction Studies, Psychology, and Social Work received \$4,355,179 over five years from the U.S. Department of Education under the Mental Health Service Professionals Demonstration Program.</p> <ul style="list-style-type: none"> • Minot State’s K-12 partner on the grant is the Bureau of Indian Education-Turtle Mountain Schools (BIE-TMAS). • The grant will provide meaningful opportunities for MSU graduate students pursuing their degrees in the important field of school psychology. <p>Two EMPOWER grants focused on partnerships to support native Americans:</p> <ul style="list-style-type: none"> • Rekindling Connections and Building New Relationships: A Campaign to Increase Student Enrollment at MSU 	<p>Plum River Native Prairie Initiative Project – MiSU, MPS, and Audubon signed an MOU to turn the old Erik Ramstad Middle School property into native prairie for educational purposes. A dedication ceremony was held during April 2024.</p>	<p>S Plum River Native Prairie Initiative Project – Spraying of the property will occurred during fall 2024 and will again occur during early spring 2025. Planting is planned for spring 2025.</p>

		<ul style="list-style-type: none"> • R(2)AISE: Recruiting & Retaining American Indian Special Educators 		
Action Item 4: Implement recruitment program with area high schools targeting high need workforce shortage areas in the state of ND (such as math and science education, nursing, special education, etc.)	VPEMO VPSA	ASPIRE Program begins and includes 12 high school students.	<p>ASPIRE Program continues and expands to include 70 high school students.</p> <p>Two EMPOWER grants support recruiting and educational efforts in data science and artificial intelligence. The data science grant will bring students and teachers to campus. The AI grant has MiSU faculty going out to area schools to work with teachers and help them learn more about AI.</p>	Dual credit continues to expand and include other areas. Meetings with department chairs and Minot High School are taking place during fall 2024.
Goal 3, Objective 2: Establish meaningful connections between Minot State and local and regional communities.				
Action Item	Responsible Party	Progress during 2022-2023	Progress during 2023-2024	Progress during 2024-2025
Action Item 1: Develop a searchable online speaker/expert database that connects MiSU, the local community, and the media for mutual benefit	VPA Looyenga Leadership Center	No progress made on a list of MiSU information. See Action Item 4 below.	On a related note, the Alumni Speaker Series continues on campus with guests	
Action Item 2: Increase involvement of alumni and off-campus organizations in support of student campus opportunities	VPA VPSA		The Entrepreneurial Perspective: Stories from the Bakken and The Entrepreneurial Perspective: AI & Emerging Technologies were held on campus with local business people, MSU alumni, campus and community members.	The Entrepreneurial Perspective continues with Entrepreneurial Perspective: Opportunities in Healthcare lunch panel on November 13, 2024.

			MSU alumni, Terry Eckmann, Brenda Foster, and Brekka Kramer, will participate in the MSU Women's Leadership Summit during March 2024.	
Action Item 3: Nurture and enhance partnership with MAFB in relation to course offerings and degree programs, as well as other cooperative initiatives.	VPEMO CEL Director AVPAA Chairs	MISU hosted MAFB Honorary Commanders in fall of 2022; MAFB/MADC group activity at MSU hockey in spring of 2023.	Enrollment at the MAFB was up during fall 2023. MISU joined a collaborative partnership to explore mental health and shared activities. Minot stakeholders have met with MiSU leadership to learn more about our work on the MAFB and how they can support it.	Meeting with the Minot State MAFB education coordinator are in progress as of November 2024.
Action Item 4: Create a campus clearinghouse for volunteer and service opportunities and initiatives	VPAA Looyenga Leadership Center		Jim Sturm, director of the Looyenga Leadership Center hired a student worker who helped him develop the Looyenga Volunteer Center . Sturm is in the middle of a search for a full-time employee to replace the student worker with support from donor funds.	Completed during 2023-2024 and updated as needed.
Action Item 5: Offer innovative education opportunities for all age groups (kids, teens, and adults) that build relationships with community	VPEMO CEL Director	The Center for Extended Learning (CEL) continues to offer College for Kids and update its offerings. The MiSU Lifelong Learning Institute offered the following: Fall 2022 <ul style="list-style-type: none"> • Adult clay open studio • Adult framing workshop 	The Center for Extended Learning (CEL) continues to offer College for Kids and update its offerings. The MiSU Lifelong Learning Institute offered the following: Fall 2023 <ul style="list-style-type: none"> • Pickleball 101 • Intermediate Pickleball 	The Center for Extended Learning (CEL) continues to offer College for Kids and the Lifelong Learning Institute. Offerings are updated annually. update its offerings. The 2024-2025 offerings included: <ul style="list-style-type: none"> • TBD

		<ul style="list-style-type: none"> • Deck the halls: Metal tooling ornaments and small sculpture • From pilot to production • Kids clay hand building and throwing • Phone photography workshop • Pickleball 101 • Tiny tots clay experience • Young adult clay hand building Spring 2023 • Figure drawing class • Learn to frame workshop • Cartooning for a grandpa, grandma, mom, dad, and kid • Phone photography workshop • Pickleball 101 • Photography camera operations 	<ul style="list-style-type: none"> • Capturing Your Own Holiday Photos • Photographic Editing: Lightroom/Photoshop/Plug-ins Spring 2024 • TBA 	
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Goal 4: Foster a campus community where all members are valued and appreciated.

Goal 4, Objective 1: Develop an institutional approach to compensation strategy, faculty and staff recognition, communication, and support for scholarly and creative activity.

Action Item	Responsible Party	Progress during 2022-2023	Progress during 2023-2024	Progress during 2024-2025
Action Item 1: Identify and implement new avenues for faculty and staff recognition and sharing	HR All VPs			
Action Item 2: Identify and implement methods to enhance communication and morale	All VPs		Staff Senate hosted events focused on customer service.	Staff Senate continues to host events for faculty and staff.
Action Item 3: Develop, approve, and implement consistent compensation strategies for faculty and staff.	VPAF VPAA HR	Equity adjustments for faculty and staff salaries were made for 2023-2024.		

		The amounts for faculty rank advancements were increased 20%, and the faculty salary administration policy was approved.		
Action Item 4: Examine workload issues and make recommendations based on findings	VPAF VPAA HR	No progress made on this action item during 2022-2023.	Academic workload issues and inequities are being examined and addressed as part of academic restructuring.	Academic workload issues and inequities continue to be examined and addressed as part of academic restructuring.
Action Item 5: Expand the university small grants program.	VPAA	An additional \$7,500 was provided for faculty small grants for 2022-2023.	An additional \$12,000 was provided for faculty small grants for 2023-2024.	\$24,000 was awarded for 2024-2025. This is more than in previous years and consistent with the amount awarded for 2022-2023.
Action Item 6: Incentivize faculty or staff working on large, highly competitive grants or other major projects.	VPAA OSP	No progress made on this action item during 2022-2023.	No progress made on this action item.	No progress made on this action item.
Goal 4, Objective 2: Ensure that the campus serves faculty, staff, students, and visitors effectively, efficiently, and safely.				
Action Item	Responsible Party	Progress during 2022-2023	Progress during 2023-2024	Progress during 2024-2025
Action Item 1: Create and implement a new campus master plan for the maintenance and development of the campus facilities. Address changing dynamics, residence halls, outdoor spaces, student gathering spaces, etc.	VPAF VPSA	<p>The renovation of Hartnett Hall includes additional places for students to study or create, work together, and relax.</p> <p>Funding to raze Dakota Hall was approved by the legislature.</p> <p>VPSA worked with students on plans for the Student Center.</p> <p>Part of the parking lot east of Administration was paved and improved drainage was added.</p>	<p>Plans for the lower level and the second floor of the Student Center are being developed and will be implemented in the coming year.</p> <p>Ideas for outdoor spaces and other gathering places have been gathered.</p> <p>Investments in campus maintenance continue as needed and funding allows.</p>	<p>Hartnett Hall fully opened during fall 2024 after a complete renovation.</p> <p>Severson Entrepreneurship Center was renovated with a donation from the Clint Severson and Conni Ahart.</p> <p>Investments in campus maintenance continue as needed and funding allows (e.g., parking lots were repaved).</p>

		<p>Part of 11th Avenue and the east road up to the Dome were paved during summer 2023.</p> <p>Flooring was installed in the Business Office areas.</p> <p>Flooring and carpeting were installed in other areas on campus.</p> <p>Other maintenance items included relocation of and updates to several offices during summer and fall 2022 (marketing, enrollment, university communications, publications and print designs, foundation).</p> <p>The Wellness Center has added outdoor equipment for people to rent (e.g., kayaks).</p>	<p>Private funding for upgrades to some areas of the third floor of Old Main are under way.</p> <p>Housing and Residence Life continues to update residence halls and apartments as funding becomes available.</p> <p>The Wellness Center has added outdoor equipment for people to rent (e.g., kayaks).</p>	<p>The Student Center will hopefully be renovated in the next biennium.</p> <p>Kelsey Higginson, Ruth Chen, and Paul Brekke have developed and secured funds for additional outdoor and indoor physical activities.</p>
Action Item 2: Strengthen the University by increasing alumni, private, corporate, public foundation, and government funding.	VPA	The MiSU Foundation is in the middle of a \$50M EMPOWER capital campaign to raise \$18M for scholarships, \$12M for academic programs, \$10M for university facilities, \$8M for athletics, and \$2M for the annual fund. MiSU has reached 82% of its goal as of June 30, 2023.	Positive progress continues on the \$50M EMPOWER capital campaign . MiSU reached 94% of its goal as of January 2024. As of May 2024, MiSU reached its goal of \$50M.	<p>Minot State reached its goal of \$50M for the EMPOWER capital campaign. Fundraising continues.</p> <p>Severson Entrepreneurship Center was renovated with a donation from the Clint Severson and Conni Ahart.</p>
Action Item 3: Increase on-campus student employment opportunities and compensation	VPAF HR	No progress was made to increase opportunities as a campus.	The Graduate School was granted some additional funding for graduate assistantships.	No progress was made to increase opportunities as a campus.

	Directors and Chairs		<p>The VPAA provided funding to Institutional Assessment and the Office of Sponsored Programs for student workers.</p> <p>Many of the funded EMPOWER grants support paid student researchers that did not exist previously.</p> <p>Two of the Economic Diversification Grant awards support paid student researchers that did not exist previously.</p>	
Goal 4, Objective 3: Foster a diverse and inclusive campus.				
Action Item	Responsible Party	Progress during 2022-2023	Progress during 2023-2024	Progress during 2024-2025
Action Item 1: Consider creating a Diversity, Equity, and Inclusion position.	VPSA	No progress was made.	No plans are currently under consideration.	No plans are currently under consideration.