

## WSU-R Strategic Goals (*Draft: April 2021*)

### Winona State University Strategic Framework

Theme 1: Student Learning

Theme 2: Student Success

Theme 3: Stewards of Place and Resources

Theme 4: Inclusive Excellence

Theme 5: Relationships

### Winona State University Master Planning Documents

- [Academic Plan](#) (PDF)
- [Athletics and Recreation Plan](#) (PDF)
- [Diversity Plan](#) (PDF)
- [Enrollment Plan](#) (PDF)
- [Inclusive Excellence Plan](#) (PDF)
- [Facilities Plan](#)
- Landscape Plan
- [Technology Plan](#) (PDF)

## WSU-Rochester Strategic Goals

### **Cabinet, Leadership, Inclusive Excellence Plan (IEP) and Strategic Framework (inclusive excellence, relationships)**

1. **Goal:** WSU Cabinet to work closely with Rochester leadership, faculty, and staff to enhance intentional communication to identify and honor Rochester connections and contributions. Timeline 2021-
  - a. **Tactic:** Expand language to “campuses” and “environments” to reflect more than one location.
  - b. **Tactic:** Develop intentional communication venues where voices from all communities and populations are encouraged to share and problem solve.

### **Alignment to Facilities Plan (improvement and expansion) and Strategic Framework (stewards of place and resources)**

1. **Goal:** Create a world class learning environment in Rochester.
  - a. **Objective:** WSU Facilities VP and AVP to expand accessible, safe/dry, and dedicated classrooms, labs, and offices that reflect the needs of the current and future programs. Timeline 2022-2025
  - b. **Objective:** WSU Cabinet to engage in substantive discussions with nursing program leadership and dean for CONHS to address skills and simulation laboratory needs in Rochester. Timeline 2021-2023
  - c. **Objective:** WSU AVP for Facilities to engage with Rochester faculty, staff, and students to ensure the WSU Master Facilities Plan (MFP) addresses current and future needs based on growth proposals. Timeline 2022-2025

- i. **Note:** MFP assessment will include space use and needs?
- ii. **Note:** MFP will include Rochester parking options and future public transportation options.

### **Alignment to Technology Plan (improvement and expansion)**

1. **Goal:** Create a world class learning experience for students.
  - a. **Objective:** Cabinet and CIO to engage in negotiations with RCTC to upgrade network during 2021 contract negotiations. Timeline for completion 2024
  - b. **Objective:** In collaboration with the MFP engage in substantive discussions with nursing program leadership and dean for CONHS to address laboratory needs in Rochester, including simulation. Timeline 2021-2023
2. **Goal:** In collaboration with the Inclusive Excellence Plan (IEP), create an accessible and appealing website to welcome and engage prospective student populations. Timeline 2021-2025

### **Alignment to Academic Plan and Enrollment Plan (Experience and Expertise), and Strategic Framework (student learning, inclusive excellence)**

1. **Goal:** Diversify enrollment and create accessible and flexible programming at WSUR.
  - a. **Objective:** In alignment with the Academic Plan, the Provost and Deans to expand and centralize adult programming in Rochester. Establish a measurable goal with provost and deans. X number new programs, centralize specific programs?
    - i. **Rationale:** Optimize differential tuition, capitalize on WSUR expertise in adult and commuter learner student support services (financial aid, health services, counseling, tutoring, continuing education), and benefit from the population growth in Rochester, and expand connections to Twin Cities metro area. Timeline 2021-2023
    - ii. **Note:** Adult and commuter population programming includes credit and non-credit; flexible delivery options; workforce responsiveness
  - b. **Objective:** In collaboration with Technology Plan, Academic Plan, and Enrollment Plan leadership, intentionally adopt flexible delivery of student support services and academic programming tested during pandemic and desired by WSUR students.
  - c. **Objective:** In collaboration with the Enrollment Plan leadership, the AVP-Rochester and Deans will engage with local businesses and economic development organizations to gain insight on workforce market needs to expand online and hybrid programming. Timeline 2021-2023
  - d. **Objective:** In collaboration with the Enrollment Plan leadership, intentionally engage with greater Rochester community partners to create and expand state of the art, innovative, new programming. Timeline 2021-2026
  - e. **Objective:** In collaboration with the Enrollment Plan and Inclusive Excellent Plan leadership, develop an intentional plan to expand student, faculty, and staff diversity through inclusion tactics and activities.

- i. **Specific:** Increase diverse student enrollment from XX% to XX% by 2026. Increase diverse faculty and staff from XX% to XX% at WSUR.
2. **Goal:** To align with the Academic Plan, develop and promote research and creative project opportunities between community partners and faculty and students. Timeline 2021-2023

**Alignment with Alumni and Development Leadership and Strategic Framework (relationships)**

1. **Goal:** VP Advancement to support Director of Alumni Relations to develop intentional programming for alumni in the Rochester region with outcomes related to networking, program expansion, mentoring, and options to become involved. Timeline 2022-2025
  - a. **Specific:** Rochester representation on Alumni Board/ Foundation Board
2. **Goal:** VP Advancement to develop 8-10 new scholarships to support transfer students at the \$1,000-\$5,000 annual level (each). Timeline 2022-2025
  - a. **Specific:** WSUR student representative on committee to define and distribute the scholarships.
3. **Goal:** VP Advancement to develop 8-10 new scholarships and emergency funding to support diverse (undergrad/ grad) students at the \$1,000-\$5,000 annual level (each). Timeline 2022-2025
  - a. **Specific:** WSUR diverse student representative on committee to define and distribute the scholarships.