Northwestern State University

Strategic Plan 2023-2028–A New Day

President's Approval Brief, April 19, 2022

Strategic Planning Considerations

Purpose: Update Strategic Plan 2016-2023 to 2023-2028 to maintain momentum.

Process: Through reflection and coordination update or introduce more appropriate objectives, strategies, metrics, and information that better informs or forecasts meaningful progress.

Considerations:

❖ Justify changes – Why (nice to know vs. need to know)

❖ Impact – unintended effect (is the information being used/needed elsewhere)

❖ Coordinate – is there use elsewhere?

❖ Ensure the new change can be measured – How and Who?

❖ Look beyond organizational structure – think about concept.

Strategic Planning Responsibilities

Purpose: Update Strategic Plan 2016-2023 to 2023-2028 to maintain momentum.

Process: Through reflection and coordination update or introduce more appropriate objectives, strategies, metrics, and information that better informs or forecasts meaningful progress.

Leaders - Drivers of Change:

Section II. Performance and Assessment Cycle 2022-2023
Objectives-Strategies-Metrics-Findings-Analysis-Decisions-Responsibility

⭐ SFA 1: The Student Experience	Reatha Cox
⭐ SFA 2: Academic Excellence	Greg Handel
* Research within its mission (process – highlights for the year)	Betsy Cochran
* General Education Competencies (describe process/results of this year)	Frank Hall
* Quality Enhancement Plan	Bob Jordan/Chris Gilson
⭐ SFA 3: Market Responsiveness	Laurie Morrow
⭐ SFA 4: Community Enrichment	Drake Owens
* Community/public service within its mission (Highlights)	Steve Gruesbeck
* University Capital Outlook (might be a better descriptor)	Jennifer Kelly/Gil Gilson
* University Architecture Update	Stan Hippler
⭐ SFA 5: Athletic Prominence	Kevin Bostian
⭐ SFA 6: Diversity, Inclusion and Equity	Michael Snowden

⭐ **Section III. College Performance and Assessment**

College of Arts and Science	Fran Lemoine
College of Education and Human Development	Kim McAlister
College of Nursing and School of Allied Health	Joel Hicks
Interim Dean of the College of Business and Technology	Mary Edith Stacy

Deliverable: Updated slides with proposed changes – red (remove) blue (add) **8 April 2022**

When: Strategic Planning Team Meeting **13 April 2022**.

The Student Experience

AC 2019-2020	AC 2020-2021	AC 2022-2023	The Student Experience Metrics	AC 2022-2023 Targets
	5.88		*Academic excellence and value*	6.3
	6.04		*Satisfaction with support programs*	6.3
	5.73		*Satisfaction with University policies and processes*	6.3
	5.67		*Responsive and helpful faculty and staff*	6.3
70%	76%		*Retention rate (full-time) 1st to 2nd year*	76%*@
61%	60%		*Retention rate (full-time) 1st to 3rd year*	63%*@
42%	44%		*Graduation rates*	43%*@
1,515	1,518		*Enrollment per freshman class, per year*	1,700
4,446	3,993		*Enrollment on Natchitoches campus*	4,500
10,900	11,447		*Overall Northwestern State enrollment*	11,360*@
10	10		*Diversity represents regional demographics*	10
	5.83		*Campus climate of advocacy and inclusion*	6.3
	5.52		*Safety and security satisfaction survey*	6.3
	5.92		*On-campus facilities satisfaction survey*	6.3
	5.05		*Campus housing and dining satisfaction*	6.3
	9,464		*Students involved in Cocurricular Activities*	8,000
306,304	325,917		*# of Hours students engage in community service*	400,000
28	36		*Programs with capstone experiential learning activities*	36*
11,273	14,735		*Number of students and employers using Handshake*	11,000
75%	75%		*Percent graduates working w/in 6 months of graduation*	80%*@
77	154		*Number of health-related programs and services*	125
	6.05		*Satisfaction with Support Programs (Counseling)*	6.3

The Student Experience:

Objective 1. Provide Responsive Student Services

Objective. 2. Create a community that fosters diversity and inclusion

Objective 3. Enhance the co-curricular experiences to aid in retention and completion

Objective 4. Provide a transformational learning and career preparation experience

Objective 5. Increase efforts to provide for the wellness of our Students.

Legend:
- Progress
- Decline
- No Progress - Not Measured
- Change Made

@ **Bold Blue** serves as a Criteria for Student Achievement, SACSCOC 8.1.

Blue italicized text will be assessed in 2022-2023

Black standard text were assessed in 2019-2020 or 2020-2021 or will be in 2023-2024

The Student Experience

Objective 1: *Provide responsive student services that aid in recruitment, retention, and student success.*

Strategies:

• Provide programs and services for achieving academic excellence.

• Better-integrate admissions processes, financial aid, registrar services, and academic advising throughout the campus.

• Streamline policies and procedures to enhance responsiveness to students' needs.

• Establish and implement programs that assist students in transition from one academic level to the next, beginning with a comprehensive first-year experience and progressing through high-impact experiences and career preparation opportunities.

• Campaign to increase male enrollment in traditionally female areas.

• Manage Natchitoches Campus class availability.

• Increase Rebrand Dual Enrollment strategies and increase DE conversions to regular enrollment.

• Increase certificate programs.

• Increase overall number of recruiting contacts.

Metrics:

• *Academic Excellence and Value*

• *Satisfaction with Support Programs*

• *Satisfaction with University Policies and Processes*

• *Responsive and Helpful Faculty and Staff*

• **Retention rate (full-time) 1st to 2nd year**

• **Retention rate (full-time) 1st to 3rd year**

• ***Graduation Rates***

• *Enrollment per Freshman Class*

• *Enrollment on the Natchitoches Campus*

• ***Overall Enrollment***

The Student Experience

Objective 2. **Create a community that fosters diversity and inclusion (through developing ethical and effective leadership, service, and civic engagement).**

Strategies:

- Develop a diversity plan articulated in all university policies and procedures.

- Continue to broaden programs and services for students, faculty, and staff geared to making the campus climate equally welcoming for all members of the community.

- Develop our students to be future leaders with a strong sense of civic responsibility, ethical reasoning, and social justice.

- Educate campus community on Accessibility and Disability Support Services.

- Highlight programs to focus on male and international students.

Metrics:

1. *Diversity represents regional demographics.*

2. *Campus climate of advocacy and inclusion*

3. *Safety and security satisfaction*

The Student Experience

Objective 3. Enhance the co-curricular experiences to aid in retention, engagement, persistence, and completion of all NSU students.

Strategies:

- Transform campus spaces to create a unique and engaging campus environment, which adapts to the changing trends of a diverse student body.

- Expand the number of living-learning residential community programs and activities.

- Rebrand campus programming as Campus Alma Mater Programs to build allegiance affinity to for NSU.

- Develop awards recognition program for civic engagement and community service for students and recognized student organizations.

- Develop women's living and learning community.

Metrics:

1. On Campus Facilities Satisfaction

2. Campus Housing and Dining Satisfaction

3. Students Engaged involved in Co-Curricular Activities

4. Hours Students Engage in Community Service

The Student Experience

Objective 4. **Provide a transformational learning and career preparation experience (through advising, mentorships, experiential learning, and co-curricular involvement).**

Strategies:

- Develop a series of high-impact experiential learning activities designed to engage students beginning their first year.

- Incorporate a required capstone experiential learning activity, such as internships, research, or performance-based events, in each baccalaureate degree program.

Metrics:

1. *Number of baccalaureate degree programs with capstone experiential learning activities*

2. *Number of students and employers using Handshake*

3. *Percent of graduates working within 6 months of graduation*

The Student Experience

Objective 5. **Provide for student health and wellness (through physical, emotional, spiritual, and environmental health initiatives).**

Strategies:

- Expand and maintain campus and community partnerships which enhance student health and wellness.

- Create and implement appropriate outreach efforts which address the changing developmental needs of students.

- Add health services at other off-campus instructional sites.

- Provide health and wellness initiatives at off-campus instructional sites.

Metrics:

1. *Number of Health-Related Programs and Services*

2. *Satisfaction with Health Support Programs (Counseling)*

Academic Excellence

AC 2019-2020	AC 2020-2021	AC 2022-2023	Academic Excellence Metrics	AC 2022-2023 Targets
84/95			*Number of assessed academic degree and certificate programs with student learning outcomes to help drive effective and innovative instruction*	100% Degree and Certificate Programs
	N > 96		*Courses focusing on implementing current technologies or best practice principles in teaching*	35-50
4.33/5 (C) 4.41/5 (I) (36% response rate)			*Mean student evaluation of instruction for each course (overall course quality) and course instructor (instructor's effectiveness)*	4.5/5.0 (90%) (45% response rate)
	28.26		*Average class size in University core courses*	28
4.65/5 (C) 4.56/5 (I) (30% response rate)			*Mean student evaluation of instruction in University core courses*	4.5/5.0 (90%) (42% response rate)
	17		*Number of University core classes with a designated course steward*	100% of multi-section courses
278 42 Prof. Conf. Presentations			*Number of graduate students engaging in research/scholarly activities and mentored by faculty*	400 80 Prof. Conf. Presenters
70 42 G; 24 UG Prof. Conf. Presentations 68 NSU Research Day			*Number of undergraduate and graduate students mentored by faculty who publish, present, or perform scholarly endeavors in a professional setting*	154 (20% increase)
	GRE Verbal: M = 146 (28%) GRE Quan. M = 142 (11%) LSAT: M = 144 (22%) MCAT: M = 495 (33%)		Undergraduate student performance on graduate/professional school admission exams (e.g., GRE, LSAT, MCAT)	90% to score 280 GRE; Increase the # of students scoring above nat'l median for LSAT & MCAT by one/year

Academic Excellence:

Objective 1. Provide effective, innovative instruction in the classroom and online.

Objective 2. Demonstrate a comprehensive commitment to core competencies.

Objective 3. Offer exemplary graduate and professional school preparation.

Objective 4. Foster quality student-faculty interactions.

Objective 5. Support faculty in teaching, research, and service.

- Progress
- Decline
- No Progress - Not Measured
- Change Made

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AC 2019-2020	AC 2020-2021	AC 2022-2023	Academic Excellence Metrics	AC 2022-2023 Targets
4.60/5 4.57/5 4.67/5			Mean scores from student evaluation of instruction that represent quality student-faculty interactions (e.g., encouraged interactions between faculty and students; gave prompt feedback; and displayed an appropriate demeanor)	Improve scores in courses below 4.5/5.0
	N > 185		*Number of department or college events, such as social functions or academic ceremonies, that bring faculty, students, and families together*	180
25 Faculty Grants 74 (EPs/Chairs) 18 (QEP Grants) 42 (ULS PD Conf)			Number of faculty participating and receiving internal funding opportunities, including grants, EPs, operating, and strategic planning and budgeting.	45 Faculty Grants 70 EPs/Chairs
	6% (N=20)		*Percent of faculty/staff receiving external grants*	10% (45 PI/Co-PI)
	*not measured due to COVID		*Number of faculty attending department or college-sponsored workshops focusing on innovative instruction in content or pedagogy*	900
	1,304		*Number of faculty/staff attending University, department and/or college-sponsored professional development workshops including lunch and learn*	1,600
27			Number of departments or sites acquiring new classroom or laboratory technologies	42
	*not measured due to COVID		*Number of events or activities to recognize faculty for their contributions in teaching, research, or service*	200

Academic Excellence:

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College

Top three priorities:

Student Achievement:

Program analysis:

Initiatives / Opportunities:

Issues (Internal / External):

Recognition:

Plans moving forward:

Market Responsiveness

| AC 2019-2020	AC 2020-2021	AC 2022-2023	Market Responsiveness Metrics	AC 2022-2023 Target
87%			*New or redesigned programs, concentrations, or certifications approved by the Curriculum Review Council that meet workforce needs*	100%
	11		Number of faculty funded for faculty development	45
129			*Number of industry partnership agreements*	30
	91%		Percent of recent graduates who feel they are well-prepared upon graduating (increased knowledge in academic field)	100%
	86%		Percent satisfaction of recent graduates who feel they completed the requirements for a job or career in their chosen field	100%
	56%		Percent of recent graduates who have a full-time job working in their degree field at graduation	100%
	10.0%		Percent of recent graduates who will pursue an advanced degree	50% Target Met
5			*Number of new degrees, concentrations, or certifications approved by the Board of Regents that meet workforce needs and reflect occupational forecasts 11 (16-17) + 2 (2017-2018) + 1 (2018-2019) + 5 (2019-2020)*	3 (Annually)
Target Met			*Processes for collecting data and monitoring workforce and industry needs*	4 Target Met
100%			*Number of departments that have active advisory councils or established processes*	100%

Market Responsiveness:

Objective 1. Prepare graduates to work, learn, and lead.

Objective 2. Align curricula with tomorrow's workforce demands.

Objective 3. Deliver class- leading employer service and industry-recognized competencies

Objective 4. Modify programs through continuous reflection and thoughtful advancement

- 🟩 Progress
- 🟧 Decline
- ⬜ No Progress - Not Measured
- 🟨 Change Made

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Market Responsiveness

Objective 2. Align curricula with tomorrow's workforce demands.

Strategies:

- Review current degree programs for productivity and connection to workforce.

- Monitor the development of public and private agreements.

- Develop or redesign programs to align with workforce demands.

- Monitor graduate success and preparedness using alumni and employer feedback.

Metrics:

1. *Number of academic articulation and industry partnership agreements*

2. *Percent of recent graduates who feel they are well-prepared upon graduating (increased knowledge in academic field)*

3. *Percent satisfaction of recent graduates who feel they completed the requirements for a job or career in their chosen field.*

4. *Percent of recent graduates who have a full-time job working in their degree field at graduation*

5. *Percent of recent graduates who will pursue an advanced degree.*

Community Enrichment

AY 2019-2020	AY 2020-2021	AY 2022-2023	Community Enrichment Metrics	AY 2022–2023 Target
27,050			Number of patrons attending recitals, concerts, art exhibits, theater/dance productions	35,000
31			Number of patrons attending off-campus performances	1,000
15,433			Number of active users on Creative and Performing Arts social media outlets	16,000
	29,841		*Frequency of e-communications and number of participants*	30,000
			Number of alumni and chapter events held nationwide	35
	977		Number of Alumni Association members	1,500
8,995			*Number of active users on Alumni Association social media outlets*	9,500
5,010,624.29			*Amount of annual private support*	$5,250,000
1,724			*Number of individual contributors*	2,000
$44,294,756.67			Value of restricted/unrestricted endowment assets	$50,000,000/ $500,000
$284,487.26				
			Number of partnerships with business, industry and government agencies	20
			Reestablish platform for alumni networking and mentoring	Complete
			Number of registered users	1,000
			Conduct brand perception survey and set baselines	Complete
	97		Number of activities including athletic promotions, cultural events, and other programs at off campus instructional sites	100
306,304/157			*Number of hours students spend serving the community through projects and internships*	400
			Number of institutional partners with articulation agreements	55
			Establish context experts in respective fields to serve as editors	Complete
			Launch an enhanced website designed to meet the needs of 21st century learners	Complete
			Assess traffic and set baselines	Complete

Community Enrichment:

Objective 1. Expand World Class Performing Arts Program

Objective 2. Increase Robust Alumni Engagement

Objective 3. Promote Mutually Beneficial Donor Relationships

Objective 4. Expand Institutional Culture of Collaboration and Mutual Accountability

Objective 5. Nurture Thriving Town-Gown Relationships

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Community Enrichment

Objective 1. World Class Performing Arts Program

Strategies:

- Increase emphasis in Natchitoches and other communities on the excellence of Creative and Performing Arts at the University.

- Increase regional and national recognition of "The Spirit of Northwestern Marching Band."

- Expand advertising for other groups such as the Natchitoches-Northwestern Symphony Orchestra, NSU Jazz Orchestra, and the NSU Dance Company.

- Expand performance schedules to include state conferences, community events, arts festivals, and master classes for citizens from Natchitoches and surrounding communities.

- Increase regional and national recognition of our Creative and Performing Arts programs through events such as the President's Command Performance, a high-profile program that attracts alumni and other friends from the local community and far beyond.

- Induct distinguished alumni into the Creative and Performing Arts Hall of Fame each year, which focuses widespread positive attention on the University and its music, dance, theater, and visual arts programs.

- Expand social media activities to increase attention in the community and develop stronger relationships between the University and stakeholders who have an interest in Creative and Performing Arts.

Metrics:

- *Number of patrons attending on-campus recitals, concerts, art exhibits, and theater/dance productions*

- *Number of patrons attending off-campus performances*

- *Expenditures dedicated to advertisement*

- *Number of active users on Creative and Performing Arts social media outlets*

No Change

New

Remove

Objective 2. Robust Alumni Engagement

Strategies:

- Expand communications through online initiatives such as the "Purple Pulse" e-newsletter and "DemoNSUnite" networking platform to provide opportunities and information to alumni and to increase membership and participation in alumni activities.

- Establish a Student Alumni Association to focus on membership, spirit and traditions, alumni connections, student philanthropy and other aspects of Student participation in alumni-related activities.

- Utilize the Natchitoches Alumni Chapter as a model to expand the role and involvement of community chapters across the state and nation in University alumni initiatives; increase the number of chapter events nationwide.

- Increase social media activities such as Twitter Chats, Alumni Spotlights, "Why I Love NSU" campaigns, and other programs.

- Inform soon-to-be graduates of opportunities for participation in alumni events and endeavors through expansion of the Gradfest program, free first-year Alumni Association membership, and the new Fork 'em Farewell program.

- Establish programs to better connect graduates with careers and jobs through social media and websites, new databases, links to Fast Start, partnerships with the Louisiana Department of Economic Development, electronic and magazine advertising and the establishment of a career-based Speakers Bureau and Directory.

- Establish Maintain a dues-based Alumni Association program to include expanded benefits and a membership card with tracking capabilities.

- Increase number of active chapters, alumni events, and activities throughout Louisiana and across the nation.

Metrics:

- *Frequency of e-communications and number of participants*

- *Number of Student Alumni Association members*

- *Number of active alumni chapters nationwide*

- *Number of alumni and chapter events held nationwide*

- *Number of Alumni Association members*

- Number of active users on Alumni Association social media outlets

Objective 3. Mutually Beneficial Donor Relationships

Strategies:

- Increase number of staff members with job duties directly related to the cultivation and stewardship aspects of fundraising.

- Promote an "every contribution counts" concept to engage supporters not currently giving back to the University.

- Rebrand the "Columns Fund" annual giving program to provide an income stream to support non-scholarship needs at the University and endow a portion of revenue and contributions to generate perpetual earnings.

- Increase focus on income-generating initiatives such as the acquisition of property contiguous with the campus that will create new revenues and enhance the aesthetic appeal of the area.

- Increase on-campus and off-campus events for prospective and current donors with a focus on recognition and awareness of giving opportunities.

- Showcase the positive impact of private funding through messages to alumni and public.

Metrics:

1. Amount of annual private support

2. Number of individual contributors

3. Value of restricted/unrestricted endowment assets

No Change

New

Remove

Objective 4. **Institutional Culture of Collaboration and Mutual Accountability.**

Strategies:

- Expand decision-making at the administrative level through an internal Leadership Team structure that includes more than 20 individuals from across the campus.

- Enter partnerships with business, industry, government agencies, and especially cities where NSU instructional sites are located in an effort to increase collaboration and mutually beneficial relationships with entities associated with the school.

- Encourage alumni, supporters, and other stakeholders to act in an advisory capacity for University activities.

- Develop an overarching communications strategy designed to expand validation of the University's brand, core goals, and mission directed at all stakeholders.

Metrics:

1. *Number of partnerships with business, industry, and government agencies*
2. *Number of advisory volunteers*
2. *Re-establish platform for alumni networking and mentoring*
3. *Number of registered users*
4. *Conduct brand perception survey and set set baselines*

Community Enrichment

Objective 5. **Thriving Town-Gown Relationships**

Strategies:

- Plan activities such as athletic promotions, cultural events, and other programs to increase awareness of the University at sites away from the main campus.

- Identify and establish a database of graduates who earned degrees online or at sites other than the main campus to help provide a network to expand town-gown relationships at all of the University's educational sites.

- Promote increased involvement of online and off-campus learners in both community and University events and programs.

- Expand community service projects and internships involving Northwestern students with a focus on youth programs, food bank initiatives, beautification, preservation, economic development, literacy, improved health, and other initiatives that provide valuable experiences for students, positive recognition for the University, and beneficial assistance to the communities.

- Increase cooperative programs with the community and technical colleges, public schools, business and industry, and other entities that cultivate town-gown relationships for the University, not just at its main campus in Natchitoches but also in Shreveport-Bossier City, Leesville-Fort Polk, Alexandria, and Marksville, where the University offers classes at the Tunica Biloxi Cultural and Educational Resources Center.

Metrics:

1. Number of activities including athletic promotions, cultural events, and other programs at off-campus instructional sites

2. Number of hours students spend serving the community through projects and internships.

3. Number of articulation agreements with institutional partners

Athletic Prominence

AC 2019-2020	AC 2020-2021	AC 2022-2023	Athletic Prominence Metrics	2022-2023 Target
54,727			Yearly event attendance for all sports	151,361
$2,434,233			Yearly revenue (tickets, annual gifts, sponsorships)	2,380,264
	11/97		Number of merchandise outlets/licensees	18/110
	20,614		Number of NSU Demons Facebook likes	25,458
	10,700		Number of @nsudemons Twitter followers	11,511
$44,683			Licensing royalties (LRG)	$70,746
	210/$8,385		N-Club membership/revenue	182/$14,000
	46/$2,760		Vic's Kids Club membership/revenue	162/$4,000
	182		Number of non-Natchitoches season ticket holders (i.e., Leesville, Shreveport, Alexandria, Bossier City)	405
	7		Camps and clinics for area youth	20
500			Establish transparent budget exposures (i.e. Student-Athlete Advisory Committee, Faculty Senate, and Demons Unlimited Foundation Board of Directors, current/potential donors) and sustain/grow annually.	60
	30		Student-athlete participation in campus activities, (SGA, SAB, Greek organizations, BCM)	20
	1,544		Yearly number of community service hours by the NSU Athletic Department (coaches, staff, and student-athletes).	4,000
	2.979		Student-athlete GPA	3.11
246			Number of Dean's/President's List honorees per year.	250
217			Southland Conference Commissioner's Honor Roll honorees per year.	200
971/979			Single- and multi-year NCAA Academic Progress Rate (APR) team scores.	940
17			Number of facility improvement projects planned or executed, commensurate with available funding.	10
3/9			Number of teams with a winning percentage of .600 or better in conference or finish in the upper third of the conference standings.	14

Athletic Prominence:

Objective 1. Enhance Marketing Opportunities, Game Day Experience and Resource Acquisition

Objective 2. Promote Community Service, Appreciation, and Engagement

Objective 3. Enhance University and Community Collaboration and Support

Objective 4. Enhance Recognizing and Promoting Success

- Progress
- Decline
- No Progress - Not Measured
- Change Made

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Diversity, Equity, and Inclusion

AY 2022-2023	Diversity, Equity and Inclusion Metrics	AY 2027-2028 Targets
	Percentage of Students of Color	50%
	Percentage of Faculty of Color	30%
	Percentage of Tenured Faculty of Color	30%
	Percentage of Administrators of Color	30%
	Retention rate of Students of Color 1st – 2nd year	80% @
	Retention rate of Students of Color 1st – 3rd year	65% @
	Overall Northwestern State Student of Color enrollment	5,000 @
	Graduation rates of Students of Color	50% @
	Number of students enrolled in Ethnic Studies	5
	Percentage of students of color in student organizations	30%
	Number of Employee Resource Groups	5
	Provide Policy Review	
	OID Staff numbers	6
	OID Budget	$70,000.00
	Percentage of facilities and activities that are ADA compliant	
	Number of Employee performance reviews w/ DEI metrics	
	Produce DEI Campus Climate Survey	30% RR
	Contracts with Minority and Women led companies	30%
	Frequency of DEI programs and initiatives sponsored by OID, CID or any Dept/Org	10
	Percent of Students of Color graduates working within 6 months of graduation	75%

Diversity, Equity and Inclusion

Objective 1. Increase diversity and equity among the student body, faculty, staff, and administration.

Objective 2. Integrate diversity and inclusion throughout the academic curriculum and support programs.

Objective 3. Ensure diversity and inclusion are reflected in policies, procedures, budgeting, staffing, facility management, and other areas of university operation.

Objective 4. Develop a more inclusive campus environment that fosters success and meaningful participation for all students, faculty, and staff.

☐ Progress
☐ Decline
☐ No Progress - Not Measured
☐ Change Made

@ Serves as a Criteria for Student Achievement, SACSCOC 8.1

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Diversity, Equity, and Inclusion

Objective 1: **Increase diversity and equity among the student body, faculty, staff, and administration.**

Strategies:

- OID will partner with student recruitment and human resources to provide attractive recruitment options for all under-represented populations
- OID and CID will provide engaging event and programs for campus constituents that will increase their understanding, cultural competence and belonging

Metrics:

- *Increase percentage of Students of Color*
- *Increase percentage of Faculty of Color*
- *Increase percentage of Tenured Faculty of Color*
- *Increase percentage of Administrators of Color*
- ***Increase retention rate of Students of Color 1st – 2nd year***
- ***Increase retention rate of Students of Color 1st – 3rd year***
- ***Overall Northwestern State Student of Color enrollment***
- ***Increase graduation rates of Students of Color***

Bold = Student Achievement Criteria

Diversity, Equity, and Inclusion

Objective 2: **Integrate diversity and inclusion throughout the academic curriculum and support programs.**

Strategies:

- Increase course offerings and establish programs in ethnic studies areas.

- Strengthen cultural competence in classroom management.

- Provide more visibility and support for the Creole Center and Williamson Museum.

- Identify curriculum gaps and continue expanding current programs.

- Integrate diverse perspectives and analysis across the entire University curriculum.

Metrics:

- *Increase number of courses in Ethnic Studies*

- *Increase percentage of students of color in student organization*

Diversity, Equity, and Inclusion

Objective 3: Ensure diversity and inclusion are reflected in policies, procedures, budgeting, staffing, facility management, and other areas of university operation.

Strategies:

- The university will convene a working groups to establish best practices for including diversity, equity and inclusion-related contributions and training in staff performance reviews, policies, procedures, budgeting, staffing, facility management (University of Michigan).

- The university will convene a DE&I Facilities Working Group to develop an implementation strategy for the new inclusive facilities checklist, which establishes campus wide guidelines for renovations and new construction that supports a more accessible and inclusive physical environment campus wide (University of Michigan).

- The university will perform an audit of restroom facilities and provide all gender space in all university facilities.

- Review existing polices and procedures for DEI.

Metrics:

- *Increase number of Employee Resource Groups*

- *Provide Policy Review*

- *Increase OID Staff*

- *Increase OID Budget*

- *All facilities and activities are ADA compliant*

- *Number of Staff performance reviews including DEI metrics as part of the review process*

Diversity, Equity, and Inclusion

Objective 4: **Develop a more inclusive campus environment that fosters success and meaningful participation for all students, faculty, and staff.**

Strategies:

- Establish a system providing actionable feedback (climate survey) regarding perception data on treatment of students, faculty, and staff of color from various campus areas.

- Increase DEI programs and initiatives

- Increased emphasis on a DEI marketing strategy

- Increase number of staff focused on DEI

- Promote the Bias Report Mechanism

Metrics:

- *Produce DEI Campus Climate Survey*

- *Increase in contracts with Minority and Women lead companies*

- *Frequency of DEI programs and initiatives sponsored by OID,CID and any campus department or organization*

- *Percent graduates Students of Color working w/in 6 months of graduation*

Strategic Planning Moving Forward

What is next:

- ❖ President Approves!

- ❖ Data collection should begin in Fall 2022 – through Spring 2023.

- ❖ Integrate innovation into existing metrics.

- ❖ SE, AE, MR, CE, AP, maintain 2022-2023 targets for next year.

- ❖ After 2022-2023 assessment all move to 2027-2028 targets.

- ❖ Dr. Cochran will build and deliver your shell for your SFA.

Deliverable: Updated narrative for your SFA as per the 2020-2021 Assessment Documents – Description, highlights, challenges, assessed metrics.

When: Your input is due 16 June 2023.

QUESTIONS

GUIDANCE