

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

DWU - Strategic Plan 2017-2021 **VISION:** Dakota Wesleyan University will be recognized as a national model of higher education's impact on Rural America

	Rationale/Goal	Action	Outcome	Metrics
Innovative and Relevant Learning				
Transforming Educational Experience				
Breadth of Knowledge Pilot	Simplify general education program / Strengthen consistency of student learning experience / Simplify assessment	Reconstruction of gen ed program	8 common, knowledge-based courses / 3 skill courses / Strengthened assessment / simplification of online offerings	Clarified outcomes for stronger distinction/ visibility. Data from Student Exit Surveys indicating growth in eight core areas.
Remodel COR 101 and COR 301	COR 101 was functionally poorly as a first-year course / COR 301 was a good course, but created scheduling challenges	Remodel COR 101 as a course to prepare students for success in college / Change 301 to a course to prepare students for life after college	Creation of UNI 101-Self, College, and Career and UNI 301- Post College success	Student learning outcomes are met at the proficient levels by 85% of students in annual assessment reports.
Digital DWU - Faculty/student needs	Strengthen the ability of DWU grads to contribute and succeed in an increasingly digital work environment	Create significant development opportunities for faculty / Distribute iPads to all full-time students on Mitchell campus / Upgrade classroom technology	Learning experience has been significantly transformed in many areas / Students continually focus on their enhanced ability to work collaboratively with their fellow students	85% of students in alumni survey confirm preparedness in digital literacy within 3 years of graduation.
Civic-oriented General Education	Provide greater coherence to general education learning experience by weaving civic themes across breadth of knowledge courses	Provost has held preliminary meetings with faculty	Identify 4 civic education themes to integrate into general education	50% of students in alumni survey indicate involvement in the community within 10 years or fewer of graduation.
Learn & Earn - Pierre & Sioux Falls	Create a relevant, practical, economic pathway for students to career and degree that addresses barriers to traditional higher education	Secured funding for pilot / Developed program structure/ Have begun building curriculum/ Have hired site coordinators/ In process of recruiting students	New pathway created for students who are unable to access education on the traditional campus.	24 students enrolled in the program by Fall 2022

Invest in Infrastructure - Academic Experience	Rationale/Goal	Action	Outcome	Metrics
Digital DWU - ongoing professional development	Strengthen faculty proficiency with respect to use of iPads for teaching and learning	Hiring of a Metadata and Digital Scholarship Librarian / Multiple workshops held	Significant use of digital technology in most classrooms	Students report positive changes to classroom learning environment in surveys

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

	Rationale/Goal	Action	Outcome	Metrics
Transition from Online program vendor	Contract with outside vendor was set to expire / More financially attractive for university to execute these responsibilities	Dissolve College of Adult and Professional Studies / Begin transferring responsibilities for adult and professional studies to traditional colleges and deans / Map out infrastructure required to support larger number of adult and online students / Settle on effective marketing strategies	After initial and anticipated decreases in enrollment, enrollment in adult and online programs is beginning to increase again	Develop 2 new undergraduate online program offerings by 2023. Increase online program enrollment 10% by 2023.
Creation of Academic Success & Career Services Center	Create academic support for students not eligible for TRIO services / Provide more focused preparation for students' transition to careers and graduate school	Create office of academic success and career services / recruit and retrain peer tutors / develop career and grad school preparation materials	Prior to pandemic, use of tutoring services increased every year since services were offered / Pilot career and grad school prep courses have been offered--those experiences are transitioning into a required course	200 students access unique tutoring services per semester.
Faculty development	Expand financial support for faculty development / Provide opportunities aside from sabbatical for faculty to pursue professional projects / Provide more systematic support for development with respect to teaching and learning	Make incremental increases to faculty development budget / Create reassigned time opportunities / Develop more focused and consistent opportunities regarding teaching and facilitating student learning	Modest increases have been made to faculty development budget (but pandemic has meant that these funds have not been used) / New released time opportunities are under discussion with faculty relations committee and will move to full faculty / Pandemic has put most professional development work around teaching and learning on hold	Secured an initial \$50K gift to expand professional development
Proficient use of canvas	Strengthen faculty proficiency with respect to use of Canvas (new LMS)	Hiring of Metadata and Digital Scholarship Librarian as resource person to support faculty / Multiple workshops held	More consistent use of LMS across student experience	Students report positive experience with new LMS in surveys

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

	Rationale/Goal	Action	Outcome	Metrics
Block scheduling	Explore move to block scheduling to align learning experiences across all platforms (i.e., online, graduate, on-campus) to allow for efficiency and to strengthen student learning experience on campus by allowing for more immersive and project-based learning opportunities	Provost and Associate Provost have held multiple meetings with representative faculty group; student focus groups; and college offices	Moving adult and online programs to seven-week sessions / Movement to seven-week blocks on campus is currently on hold	Survey students and faculty in the pilot project with the goal of having 75% or higher satisfied or very satisfied with the transition.

Market Responsive Curriculum	Rationale/Goal	Action	Outcome	Metrics
Additional LPN-B.S. cohort	Increase enrollment and revenue in a high demand area / Due to constraints of physical space it was impossible to enlarge the existing cohort	Add a spring cohort	Created too much overhead cost; some cannibalization of the subsequent cohort to enroll / Movement to new facility will allow for expansion of single, yearly cohort	
Develop Sioux Falls Seminary Partnership	Explored prospect of developing an undergraduate bachelor's degree pathway as a pipeline into SFS's M.Div.	Ultimately no action taken / SFS's program was judged too idiosyncratic to be replicated at the undergraduate level		
Nonprofit Church Leadership Program Pilot	Develop innovative program to support pastors in strengthening practical leadership skills (in response to a request from the Minnesota and Dakotas Conference of the UMC)	Develop 21-credit graduate certificate delivered over a calendar year featuring remote learning; three face-to-face meetings; and professional coaching	Very strong student outcomes / Started with one cohort; added a second in 2020-2021; adding a third in 2021-2022	Achieve aggregate enrollment of 75 students or higher by 2022 launch.
Trust Management Program Pilot	Meet workforce needs of South Dakota trust industry	Develop 18-credit, year long graduate certificate in trust management	Program struggled to enroll students / Student experience was suboptimal	
Launch Learn & Earn Pilot	Expand access to a college degree to underserved populations in South Dakota / Help meet professional workforce challenges of rural communities	Develop 16-month pathway to a professional career and an associate degree / Immersive, practical, project-based learning coupled with an internship and professional coaching	Micro-campuses scheduled to launch in Pierre, SD and Sioux Falls, SD in August 2021	24 students enrolled in program by fall 2022.

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

	Rationale/Goal	Action	Outcome	Metrics
Develop United Theological Seminary Partnership	DWU has been engaged in productive partnership with UTS regarding integrating a NPA-based MBA with their M.Div. / Also exploring a degree completion program with UMC for students enrolled in course of study	MOU signed for M.Div. / MBA collaboration / Working on MOU with UMC for course of study		12 students enrolled in 2022

Integrated Curricular and co-curricular	Rationale/Goal	Action	Outcome	Metrics
Capstone Day	Focus DWU student experience on what students know and are able to do prior to graduation	Create university-wide capstone day on which graduating seniors present their culminating academic work to the campus community	Capstone Day has been well received by all university constituents / Inaugural Capstone Day was '18; second was '19; cancelled in '20 due to pandemic; held under COVID restrictions in '21 / Assessment instruments still being honed	90% of students confirm that the project provided the opportunity to demonstrate cumulative learning, knowledge, skills, a new abilities.
Refocusing Kelley and McGovern Centers	Strengthen consistency of focus and sustainability of two centers (in response to recognition that focus often shifted with new leadership of both centers)	Create shared curricular and non-curricular infrastructure to be shared by both centers		New general education core supported by both programs launched in 2022.
Reconfigure MBA and M.Ed. programs	In conjunction with conclusion of partnership with outside vendor, refresh MBA and M.Ed. programs	Create a more practical, applied, high-touch, and cooperative ethos for both programs	Changed have witnessed increased enrollment in MBA and greater overall student satisfaction	20% growth of new students. Expansion into the non-degree seeking student market/professional development market.

Responsive Partnerships with Visible Impact				
Rural Innovation and Rural Partnerships	Rationale/Goal	Action	Outcome	Metrics
Secure Funding for Institute for Rural Impact	Become recognized for research on rural America	Secure funds through the Koch Foundation and Corrigan Family to begin pilot initiatives to support new labor force initiatives. Secure Netvue grant to support civic	Learn and Earn pilots started in Sioux Falls and Pierre. Civic general education being developed. Policy course developed.	Initiatives launched. Goal is to have 24 students in L&E for fall 2022. Civic gen ed to launch in fall 2022
Identify Two Pilot Programs with Applied Research	Begin rural research initiatives.	Identify two programs for research that impacts rural America.	Begin to develop data base of best practices in rural America	Visibility as a thought leader for research in rural America
State-wide need based grant	Secure funds for need-based aid for SD Students. SD only state w/o need-based grant.	Work with state legislators to secure funds	Legislation passed.	\$200K or more annually to support SD students with need

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

	Rationale/Goal	Action	Outcome	Metrics
Healthcare Partnerships	Address workforce shortages in healthcare in SD/rural America	Secure clinical spots in Rapid City.	In-process	Launch with cohort of 16 nurses in fall 2022
Learn & Earn Business Partnerships	Link higher education and workforce shortages. Offer new pathways for students not currently accessing higher education.	Secure partnerships for internships and scholarship funds for students in the L&E program	12 business partners secured and scholarship funds secured in Pierre	Employers employ graduates of learn and earn with 85% satisfaction by 2024.

Comprehensive Campaign				
	Rationale/Goal	Action	Outcome	Metrics
Trustee Leadership for Business Building Fundraising	Seek leadership gifts from the Board of Trustees for the School of Business, Innovation and Leadership	Identify prospects within the Board of Trustees and personally invite participation	Board of Trustee Leadership gifts for business school	63% of the funds secured from BOT including top two lead gifts, \$3.7 million
Solidify Day of Giving Method as Entry Level Funding	Digital Fundraising has become the recognized method for securing entry level donation and expanding a donor base	Implement a digital giving strategy through an annual day of giving	Established constituent recognized annual day of giving event to secure gifts for Dakota Wesleyan	Increased participation by 25% in digital giving
Endowment Campaign	Secure the University's long-term financial stability	Propose a \$50 million endowment focused fundraising campaign for BOT approval	Obtain BOT approval	BOT executive committee approval secured in January 2021. Official launch of campaign on hold until new president is named
Secure funding for Business School	Secure funding for School of Business, Leadership and Innovation	Identify prospects and solicit \$8 million in charitable gifts	Funding secured to construct School of Business, Leadership and Innovation	USDA low-interest loan secured and \$6 million in chairtable gift pledges secured to be invested to cover debt service on loan.
Develop Alumni Ambassador Program	Build a network of alumni fromt across the generations to promote DWU to fellow alumni, future alumni and prospective students	Identify and recruite alumni who are known connectors and peer respected to serve as alumni ambassadors	Established alumni ambassador team with expectations for participation	Charter team of 12 ambassadors representing 5 decades actively participating in promoting DWU

Storytelling and Visibility				
	Rationale/Goal	Action	Outcome	Metrics
Collection of Stories	Systematically expand DWU's story collection to enhance social media, PR, and other marketing initiatives	Creation of a annual plan for the collection of storie	Database of stories	The marketing team has collected over 240 student stories in the last 18 months 2021: 80 stories 2020: 85 stories 2019: 66 stories 2018: 11 stories

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

	Rationale/Goal	Action	Outcome	Metrics
Social Media - Website, Infographs and Video	To audit and create a plan that covered all social media platforms and created new content to share	Completion of audit, creation of annual plan	Social Media database of accounts and annual plan which includes video elements from video library	125 videos in DWU marketing database for use in promotion. Increase social following by 25% over 2019 metrics.
Integrate Branding Campus Wide	To refresh and establish a consistent way to communicate DWU	Branding process to create buy-in on branding elements		Employee survey yields 80% identification of branding attributes.
Website Refresh	Development of new website for easier navigation, newer platform, and increase functionality	Researching and collecting possible vendors to help create the website		Website update complete by 2022.
Planned Giving Website Redo	Make planned giving website mobile responsive and updated design	Work with planned giving website host Crescendo on redesign	mobile responsive and fresh design for planned giving site	Redesign completed and website live in April 2021

Comprehensive Advancement & Partnership Outreach				
	Rationale/Goal	Action	Outcome	Metrics
Message New Clarke Match for Increased PC members	Increase President's Circle membership using the incentive of the Clarke match	Identify prospects. Using the match as incentive, appeal through personal asks and written letters	Annual increase in President's Circle membership	170 new President's Circle members have been matched by the Clarkes generating an annual average impact of \$110,000 to annual giving.
Celebrate Alumni Center Opening	Hold a public event to recognize the donors and bring attention to the new location of the alumni office	Plan and execute a dedication ceremony during Blue & White Days when alumni are on campus	Hold dedication of Alumni Center	Dedication and celebration held October of 2018
Open and Celebrate School of Business	Hold a public event to recognize donors and celebrate publically the opening of a new building	Plan and execute a dedication ceremony	Hold dedication of School of Business	Scheduled for September 23, 2021

Sustainable and Adaptive Growth				
Refined Operational Processes for Student Impact				
	Rationale/Goal	Action	Outcome	Metrics
Data Analytics	Provide accurate data to assist with decision making.	Develop process for accurate data input and extraction	Reliable and accurate data easily extracted and interpreted.	Operational reports for data extraction to analyze: Recruitment trends Retention trends Completion trends University financial benchmarks

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

	Rationale/Goal	Action	Outcome	Metrics
Institutional Researcher	Develop an office with oversight for data collection and analysis	Allocate financial resources to allow for the development of an office of institutional research	Increased accountability and accuracy for data collection and analytics	Staff a dedicated office for institutional research
Transfer Friendly Policies	Enhance & simplify policies and procedures to handle transferring credits to the university	Review policies and procedures	Additional transfer scholarships, transfer tool to share between registrar and admissions, review of course acceptances, enhancement of partnerships	Added 4 new transfer partnerships with community and technical colleges, Built database of transfer courses into an internal tool,
Scholarship Model Revisions/Strategic Packaging	Analyze and revise the scholarship model to optimize financial resources in the recruitment of newly enrolled students.	Engage consultant to review current model and develop a new financial aid scholarship model based on historical trends and optimization of resources.	Completion of a scholarship model that informs the recruitment and better meets needs of financially challenged students.	Model revised Spring 2019 with implementation of Fall 2020. Recruitment goals and monthly analysis schedule determined.
Increase Advancement Staff	Increase the number of staff on the advancement team for increased reach for planned and major gifts	Advocate for additional staff	Increase in advancement staff for planned giving and major giving	When one additional staff member is approved and hired
Alumni Ambassadors as Connectors/Influencers	Build a network of alumni from across the generations to promote DWU to fellow alumni, future alumni and prospective students	Identify and recruit alumni who are known connectors and peer respected to serve as alumni ambassadors	Established alumni ambassador team with expectations that they be connectors and influencers for DWU in their realm of influence	Charter team of 12 ambassadors representing 5 decades actively participating in promoting DWU with peers and future alumni
New Student Information System (SIS)	University requires an SIS that allows for ease of access to data with additional end user functionality.	Research SIS products available on the market. Solicit input from current users of the product to evaluate performance against the needs outlined by the university. Once two finalists have been selected, schedule a product demonstration with key users.	After reviewing product offerings, the IT Director selected a product that best met the university needs. Pricing information was provided. Identification of funding resources in process	Funding resources obtained and transition schedule developed.

Invest in People: Innovative Inclusive Culture

Rationale/Goal

Action

Outcome

Metrics

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

	Rationale/Goal	Action	Outcome	Metrics
Execute Policy Training (Title IX, Sexual Assault, etc.)	Comply with federal regulations. Create awareness in the campus community about acceptable behavior.	Identify a team and create updated policy. Communicate and train the campus community including students, faculty and staff on the regulations and processes.	Policy created. Training created and operationalized for students. Faculty and staff training created and operationalized.	Annual training for all constituents. Awareness training/activities scheduled each semester to promote safety and respectful behavior.
Formalize Enrollment Training for New Coaches	To empower coaches and GAs with the information needed to recruit	Developed a series of training modules and a training document	Increased collaboration and understanding of admissions processes and recruiting	5 new coaches and GAs trained so far
Develop Health/Wellness programming	Promote total wellness programming for employees resulting in reduced absense, increased physical health, and general well being.	Identify and offer programming for physical, mental and financial health and well being accessing community and business partnership resources.	Twice yearly offer to faculty and staff training and education in multiple facets of health and well being.	Increase in employee participation in the university sponsored wellness program by 5%. Increase in health insurance premiums annually lower than 10%.
Establish Diversity/Cultural awareness training	In response to rising national attention and tension, the university chooses to engage in education and training for all campus constituents in the areas of cultural awareness and ethnic diversity	In Summer 2020, president's council, in consultation with leadership council, will develop a program for education and awareness. The program shall include: Guest speakers, scenario training, assigned educational reading, and other items as deemed appropriate.	Development of ongoing training/awareness program promoting awareness and inclusivity.	100% of staff and faculty complete first round of training by May 2022.

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

	Rationale/Goal	Action	Outcome	Metrics
Launch GoalPath - Financial planning tools	The university desires to provide resources and tools to employees assisting in planning for current and future financial needs.	Partner with Two West and Goal Path in the development and offering financial planning. An online resource platform allowing for personalized planning for all employees to access. In conjunction with the electronic planning tool, employees have access, free of any fee, to a certified financial planner providing assistance with all matters of financial well-being.	Product reviewed by administration and industry partner Two West for effectiveness. Product deemed worthwhile and adopted in February 2020. Employee education provided about product and access given.	Obtain 85% employee participation

Retention Initiatives	Rationale/Goal	Action	Outcome	Metrics
Bringing Online Programs In-house	University's partnership with outsider vendor was helpful to get adult and online program off the ground / Learning from that work will allow university to undertake much of the work formerly undertaken by vendor	Develop relevant internal capacities to create; administer; and market online programs	Both MBA and M.Ed. have been refreshed and university is channeling greater resources to administrative oversight to ensure quality of those programs / In planning stages for online offerings in support of Learn & Earn; course of study degree completers; and LPN-BS	Establish a fully functioning learning team by 2023.
New Advising Model	Strengthen retention and student outcomes through advising	Develop and pilot advising model focused on vocational issues as opposed to class and schedule issues	Preliminary work undertaken by College of Leadership and Public Service	Retention increase of first year students by 5%. New advising model piloted by 2023 by College of Leadership and Public Service.
Athlete Activity Diversification	Work to provide student athletes with reference groups other than their team to enhance the likelihood that they will remain at the university if athletics "doesn't work out"	Preliminary discussions regarding how to expose student athletes to possible alternative reference groups	Increase student retention and engagement to ensure persistence to graduation.	Athlete retention improves by 5% by 2023.

**DAKOTA WESLEYAN UNIVERSITY
STRATEGIC PLANNING 2017-2021**

	Rationale/Goal	Action	Outcome	Metrics
Nonathlete retention initiative	Ensure non-student athletes are not "turned off" by the broad assumption that all DWU students are intercollegiate athletes	Focus groups with non-student athletes; identification of programs with high numbers of non-student athletes; Admission reps meet with programs to discuss the needs of these students	Increase student retention and engagement to improve overall persistence to graduation and graduation rates.	Non-athlete retention improves by 5% by 2023.
Student-centered activities	Strengthen attraction of extra-curricular activities and events to on-campus students	Modify the way in which funds are allocated to support these activities in an effort to have particular student groups more invested in particular extra-curricular activities	Improve student involvement in campus activities.	Student satisfaction survey of residential students shows 80% satisfaction with student activities (Tiger Activity Group).

Forward-Thinking Enrollment	Rationale/Goal	Action	Outcome	Metrics
LPN-B.S. in Mitchell				
LPN-B.S. in Rapid City or Pierre	Meet the demand for BS prepared nurses .	Add new program in Rapid City with potential outreach to Pierre. Establish clinical partners with Monument Health	Meet unmet market demand in SD for BS prepared nurses	16 in cohort in 2022 in Rapid City
Launch New Certificates	Develop curated portfolio of 9-credit (i.e., 3 courses) certificates that can be "mixed and matched" to create "customizable" degree completion pathways to serve Learn & Earn students; course of study students; non-degree seeking students in the general public; and on-campus students / general education programs in this space will serve these students as well as LPN-BS students	Mapping out the mix of certificates and their rollout in support of influx of Learn & Earn and course of study students	Improve labor force preparedness to address shortages in key areas.	3-4 online certificates for professional development or non-degree seeking students and complimentary general education offerings online for fall 2022 to support Course of Study students and Learn & Earn students

Operationalized
In progress
Prepping
Discarded