

Task	Map Reference	Timeline and progress	Responsible Party(ies)
Mission, Vision, Values, and Introduction	I	Done. Added mission, vision, values statements to all AA meeting agendas. Posted same on AA	Deans' Council
Explore development of competency based programs and expansion of prior learning	II.1.1.1	Fall 2015; Need dept. to pilot	CEL and Deans council
Insure that all BSU liberal education requirements can be fulfilled for BSU online students by offering an adequate number of online BSU liberal education sections each semester.	II.1.1.2	Done...need to monitor each semester	Deans' Council, Lib Ed Cmte
The size of all BSU majors will be limited to 60 semester hours unless state standards, accreditation rules, or data from the assessment of student learning justifies exceeding 60 semester hours. The intent is to ensure that majors are large enough to address intended student learning outcomes, but small enough, when feasible, to allow students to earn additional credentials.	II.1.1.3	Responsibility for use of elective credits in majors and size of majors moved to college deans/chairs/faculty to address on a program to program basis.	Deans' Council, Curriculum Committe, Faculty Senate
Graduate and undergraduate programs will become as financially sustainable as possible. The following indicators will serve as evidence of financial sustainability. These indicators are goals that will also become part of the five year program review process: a. A minimum of 25 students FYE per faculty member. b. Average enrollment = or >15 in upper division major courses (*exceptions-private lessons/independent study courses); average enrollment = or >12 for graduate courses. c. Number of annual graduates within a major, or within a stand-alone minor: minimum UG of 10; 6	II.1.1.4.5.6	Done. Completed in fall 2013 with annual updates.	Deans' Council/calendar committee
Whenever possible, graduate programs will be delivered under the 80/20 budget model (see definitions page) and graduate programs, residential or distance-based, will need to demonstrate: a. Financial sustainability based on class size, number of graduates, and cost study data. b. Attainment of learning outcomes for graduate students. c. Graduate programing that meets University and HLC standards that require 50% of courses in a graduate program be designed specifically for graduate work (6000 level or above less the thesis, research paper, or capstone credits). d. Quality of instruction in undergraduate classes taught by graduate assistants.		In progress	Graduate committee
Move from the current 16 week semester to a flexible 15 week semester for class scheduling. Doing so will promote the following: a. Additional time for engaging students in field work outside of class. b. Additional time for faculty collaboration, planning, assessment, and course/program revision. c. Additional time for professional development of faculty and staff. d. Increased time for interim period experiences for students such as short courses, education abroad, etc. e. On campus contractual duty days will not change		Done, starting with the 2014-2015 school year	

Expand the number of BAS degrees articulated with technical colleges and explore the development of a College of Applied Technology.	II.1.1.7	2015-2016	Cabinet, Deans' Council
Explore moving the College of Business, Technology, and Communication to a responsibility centered budgeting model (see definitions).	II.1.2.1	Continue exploration	Dean, Departments, Provost
Increase the percentage of institutional funds allocated to instruction, linking growth to such increase over the next 3 years. This will include a careful assessment of staffing needs.	II.1.2.2	Fall, 2016	Academic Affairs, VP FA.
		Tribal consortium, NW consortium, Greater Bemidji, Bemidji LEADS, Bemidji Roadmap, Watermark Art Center, CIBT	
Implement new partnerships that jointly fund new initiatives and programming for the university.	II.1.2.3	partnership universities, AASCU/CEAIE, MI2, HTEC all active and we are represented at all. Articulations signed in ARCC - Business; January at Northland CC - Nursing	Deans council, cabinet, ELT
Organize a Strategic Enrollment Management Planning Committee made up of academic affairs and student development faculty, staff, and administrators. The committee will be charged with: updating and implementing the existing strategic enrollment management plan, providing recommendations for data-driven enrollment planning, and providing recommendations for recruiting, retaining and graduating students.	II.1.1.3	Draft of SEMP completed	Enrollment committee
Reduce costs to students for textbooks and related learning materials by 50%.	II.1.4.1	Fall, 2016	Bookstore, VPAA, VPFA
Recognize exemplary service to students by faculty and staff.	II.1.4.2	Feral cats will include this in their plans for 2014-15.	VPAA
Promote and support increasingly flexible course scheduling for students. This will include four year course rotations in ISRS for all academic programs.	II.1.4.3	In progress for 2014-2015	Deans' Council, Records, Departments
All BSU students will be provided an opportunity to participate in service learning/community engagement experiences within and/or outside of the classroom. Those experiences will be noted on the student development transcript.	II.2.1.1	Ongoing	Deans' Council, VP SDE
Every BSU student will be provided an opportunity to participate in summer-long or semester-long internships, practicum experiences, or related activities in every major.	II.2.1.2	We could begin this work	Deans' Council, VP SDE, Internship Coordinator

BSU students will be provided a way to obtain at least one additional credential (e.g. certificate or minor) from a discipline/program outside of their major within the 120 semester credit degree expectation. Three additional transcribed credential programs beyond the major/minor will be available to all BSU students by the fall of 2014. These credential programs will be available so that students do not need to go beyond the 120 credit standard in order to obtain a credential. The following credentials are currently being planned: Leadership; International/Global. A third, Sustainable Living (or related credential in sustainability), is recommended for immediate planning. These credentials will be available to both on-campus and distance-education students.

II.2.2.1

Fall, 2015 This one coul Colleen Greer, VPAA, IPC

Expand summer learning and interim term opportunities through increasing credit and non-credit offerings, study abroad experiences, camps, conferences and workshops. Summer session programming at BSU will a leader in participation rates within the MnSCU system.

II.2.2.2

Summer enrollment for 2014 is up. Level of participation in camps, etc. is up. Angie Gora

Reaffirm the value of liberal education and create a distinctive, integrative liberal education experience for all BSU students, based upon the principles of AAC&U's LEAP initiative and High Impact Practices. This will include a rigorous assessment of student learning to demonstrate that students are achieving expected learning outcomes.

II.2.3.1

Proposal for creating distinctive liberal education experience will be presented in fall 2015. Liberal Education Committe, Deans' Council

Provide teacher candidates with access to BSU's current and future middle level endorsements and secondary licensure areas via distance delivery.

II.2.3.2

Fall, 2015 Dean HSHE, Chair, Prof Educ, Secondary Educ Coordinator

Prepare a 'writing/reading/speaking/listening across the campus initiative.'

II.2.3.3

Fall 2015 Need dept. to pilot Liberal Education Committe, Deans' Council

Further diversify the university through the following:

- a. Sustain our commitment to serving diverse populations, including Native American and other underrepresented groups. We will do this through recruitment of faculty, staff, and students, and through the creation of policies that recognize and promote the importance of cultural diversity to the university community.
- b. Foster the creation of a learning community that allows students to come together to explore multicultural topics and to practice intercultural communication and civic engagement.
- c. Establish a diversity graduation requirement for all undergraduate students and graduate students at BSU. Before completing their course of study, students will meet diversity student learning outcomes as established by a new Campus Diversity

II.2.3.4

Working on revised hiring process and new checklist. Working to diversify campus. Climate survey completed in spring 2013. Safe place identified for LGBT students. Inclusiveness Center being organized. Training held on campus in the fall. Diversity plan being developed. Affirmative Action Officer, Deans' Council, Admissions, VP

II.2.3.5

Provide career services for BSU students from the time they enter the university through graduation and throughout their lifetime.

Done. Added internship coordinator spring 2013. Services are available for all who graduate from BSU. Secured 20 slots for students to work in China and are hoping to Career Services

<p>Become a member of the Council of Undergraduate Research and expand our focus on undergraduate research/scholarship/creative achievement by doubling the number of BSU students participating in the Student Scholarship and Creative Achievement Conference. Provision will be made to allow distance education students to participate.</p>	II.2.3.6	Fall, 2015	Academic Affairs
<p>Transform BSU's A.C. Clark Library into a University Learning Commons. The University Learning Commons will house a variety of integrated support services and re-designed learning areas for university students and faculty. This will include technology-enhanced meeting/study space, expanded tutoring services, collaborative teaching and learning activities, technology support services, and research support.</p>	II.2.3.7	Fall, 2016-	plans are mov AVPAA, Library faculty and staff
<p>Greatly expand interdisciplinarity at Bemidji State University through the following:</p> <p>a. Giving additional consideration in searches to faculty candidates with the ability to contribute to more than one academic area at BSU.</p> <p>b. Encouraging all new programs coming forward for approval to be interdisciplinary to a greater extent than in the past.</p> <p>c. Encouraging multi-departmental searches for faculty members who have joint appointments in more than one department.</p> <p>d. Encouraging the growth of integrative degree programs.</p>	II.2.3.8a	All PD's are being reviewed for this. Renewed course redesign grant with emphasis placed on interdisciplinarity. Funds are available for course redesign around this topic. Liberal education committee will bring draft proposal forward in fall 2015.	Deans' Council
<p>Increase the institution's curricular and non-curricular focus on environmental stewardship. This could include curricular changes, new non-academic programming and facilities planning focused on environmental sustainability.</p>	II.2.3.9	Program expansion in progress to provide access to new students across northern MN and in the Twin Cities.	Vice Presidents
<p>Become recognized as an exemplary public university within the upper Midwest as measured by:</p> <p>a. NSSE rankings of student experiences at BSU in comparison with our NSSE regional peers.</p> <p>b. Becoming a first choice destination for over 50% of our incoming freshman.</p>	II.2.4.1a	Ongoing	Deans' Council
<p>Become a Carnegie Engaged University by the fall of 2016.</p>	II.2.4.2	Moved to 2020	Deans' Council
<p>Integrate the assessment of student learning into academic life with a focus on collecting, analyzing, and using information to guide classroom and program changes to enhance student learning.</p>	II.2.5.1	In process.	Academic cal AVPAA, Academic Assessment Committee
<p>Emphasize, to a greater extent than in the past, student advising/development as part of the review of faculty professional development plans and review of documents for promotion and tenure</p>	II.2.5.2	Planning to pursue funding for a student success center through Title IIIa.	Cabinet, VPAA, VPSDE
<p>Increase the number of international students to 10% of the overall residential student headcount through:</p> <p>a. Direct recruitment.</p> <p>b. Agreements with international university partners for any BSU program wishing to articulate.</p> <p>c. Partner teaching and distance delivery of courses using the global learning network's videoconferencing center so that courses and</p>	II.3.1.1a, b	Installed fall 2013 and is operational. Grant funded with Tribal College consortium will fund another room in the AIRC	Deans' Council, IPC, Admissions, Records

Increase the number of international visiting professors to 4 per year.	II.3.1.2	Done.	Director, International Relations
		Signed 1-2-1 programming agreement with Shaoguan U.	
	II.3.1.3	Signed agreement with WSU to create an Intensive English Center at BSU. Virgil Bakken gathering departmental interest in participating in 1-2-1	Academic Affairs, Admissions, Records
Pursue dual enrollment/dual degree programs with international partners.			
Provide an affordable (less than \$1,000 above regular BSU semester costs) semester abroad opportunity for any BSU student wishing to go abroad during their sophomore, junior or senior	II.3.2.1	Done.	Academic Affairs, IPC
Provide multiple opportunities each year for BSU faculty and staff wishing to spend a summer, semester, or year working abroad at partner universities at no cost to them.	II.3.2.2	Done.	Academic Affairs
Engage the Bemidji community in hosting and welcoming the increased number of international students and guests.	II.3.2.3	Met with three civic groups: Sunshine Rotary, Bemidji Leads and Greater Bemidji Board done.	Academic Affairs, VP IEL
Explore development of an innovation and entrepreneurship center that provides opportunities for faculty and students to participate in new business creation and product development under a patent/licensing agreement with the university.	II.4.1	Spring, 2015 in partnerst	Dean CBTC
Further develop the close ties between Academic Affairs and the directors of the AIRC, library, and the International Program Center to promote efforts related to internationalization, Indian Studies program expansion, tribal college partnership creation, and creation of a library commons.	II.4.2	In process. University Commons model being considered for library. Collaboration between VPAA and VPSDE ongoing.	Provost, VP IEL, VP SDE
Develop interdisciplinary allied health programs and modify the university organizational structure to accommodate that development.	II.4.3	Fall, 2015	Deans' Council
Create a Teaching & Learning Center to better support faculty, staff, and students engaged in technology enhanced teaching and learning.	II.4.4	In progress	VPAA, CPD
Increase research opportunities for faculty through the BSU portal and create an Office of Research and Sponsored Programs. With this move, develop a web site to provide general information on research, scholarship, and creative achievement opportunities, along with a searchable database listing faculty research interests and projects to promote and facilitate research.	II.4.5	Fall 2015 Need dept. to pilot	Cabinet

Improve institutional effectiveness in serving adult learners (CAEL, ALFI) by the creation of an externally funded Non-Traditional Student Services Center. The Center would be responsible for the following:

- a. Implementation of an institutional self-assessment survey and adult learner inventory and incorporation of resulting data into practice.
- b. Implementation of a BSU ‘Graduation Project’ which builds off of our current B.S. in Liberal Studies and B.I.S. degree programs. Examples: <http://www.unm.edu/graduationproject/> and <http://www.uwosh.edu/lce/graduationproject>

II.4.6

Fall, 2015

CEL and Deans council

All academic departments will have a course evaluation process approved by the college dean and provost. The University will make available a process for managing course evaluations, which departments may choose to adopt.

II.4.7

Draft proposal taken to BSUFA meet and confer and BSUFA senate.

Deans' Council

Develop an administrator’s evaluation process to allow faculty and staff regular opportunities to provide feedback on academic administrator performance.

II.4.8

New survey completed and sent out in spring 2014. Ongoing and already implemented.

Deans' Council

Adopt a “two within four” (joint admission program with community colleges in specific program areas) to facilitate transfer and encourage students to complete a four year degree at BSU. Example: <http://extended.nau.edu/Newsroom/11072011.aspx>

II.4.9

Fall, 2015

CEL, Admissions

Organize a partnership between Bemidji Public Schools, NTC and BSU to formulate and recommend next steps for moving beyond alignment towards an integrative model that promotes on time graduation rates for high school students and an increase in the number of individuals attending and graduating from post-

II.4.10

Fall, 2015 Bemidji SON Joint Taskforce

Form a study group of NTC and BSU faculty/staff/administrators to make recommendations to move beyond the current ‘aligned institutions’ designation while also addressing how liberal education offerings would fit within the new designation. The taskforce should be appointed by, and make recommendations to, the

II.4.11

Done
Added 4 new probationary lines fall 2014 and 6 new fixed-term lines for 80/20 programs for all 2014.

President's taskforce

Faculty Lines

Deans' Council, Cabinet

Top Priorities:

Fiscal Sustainability

1. *Student Retention: Course Scheduling/Course Rotations/May Term/ Enhancing student advising - Patrick/Jim
2. Campus Community Building- Campus Engagement Group- Staff Development - Colleen/Jim (and the feral cats)
3. *Expand articulation agreements (TAD, Business, SOWK (Chem. Dependency), Nursing (MCTC); Special Ed. (Casper) others)
4. *Anoka-Ramsey University Center - CEL/Deans' Council
5. *Addressing Curriculum Size - Martin
6. New Programs- Project Management, Hospitality - Shawn

Distinctively BSU

7. Liberal Education Reform - Colleen
8. Community Engagement: Center/Partnerships/Collaborations/Internships- Jeanine/Bob/Colleen
9. Leadership Academy - Colleen
10. Assessment - Patrick

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