



WINONA STATE UNIVERSITY

Inclusive Excellence Strategic Plan

2019-2024



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Dear Colleagues,

When Winona State was founded over 160 years ago, it was to ensure the promise of the American dream to those who lived here and those who settled here, regardless of their station in life.

Today we continue to deliver the finest public education experience in the State of Minnesota. In fact, our students succeed at a rate that is unparalleled across the Minnesota State system, including the highest success rate for students of color.

Yet despite our successes, there is still much work to do. There remains a gap in opportunity and achievement at WSU, and we must endeavor to close it. We must provide support structures so that race, gender, sexuality, ethnicity, social class, age, and physical ability do not stand in the way being successful at WSU.

The Winona State Inclusive Excellence Strategic Plan (2019) serves to reinforce our mission to improve our world, starting right here with a commitment to being supportive, welcoming and respectful to all.

Our plan reflects a multiyear effort and the contributions of countless individuals from throughout our community. It encompasses the 2014 Campus Diversity Plan, our work on Diversity Mapping, the results of our Campus Climate Survey, our Campus PRIDE Index, and systemwide equity and diversity goals. It outlines our hopes and dreams for the future, and creates a framework to focus our investments and initiatives.

It is my hope that Winona State University will be the epitome of a welcoming, diverse, collegial, invigorating, fun, inclusive, transparent, and civil university, developing meaningful relationships within our communities and celebrating the achievements of its members. We must open our arms and adapt our systems so that we give everyone who is capable of succeeding here the opportunity to succeed here.

Our university mission—a community of learners improving our world—has never been more important. We are embarking on a journey to uncover transformational ideas that will truly change our university.

Thank you all for your commitment, and for all that you do for Winona State University.

Sincerely yours,

*Scott R. Olson
President
Winona State University*

WINONA STATE UNIVERSITY STRATEGIC FRAMEWORK



INCLUSIVE EXCELLENCE



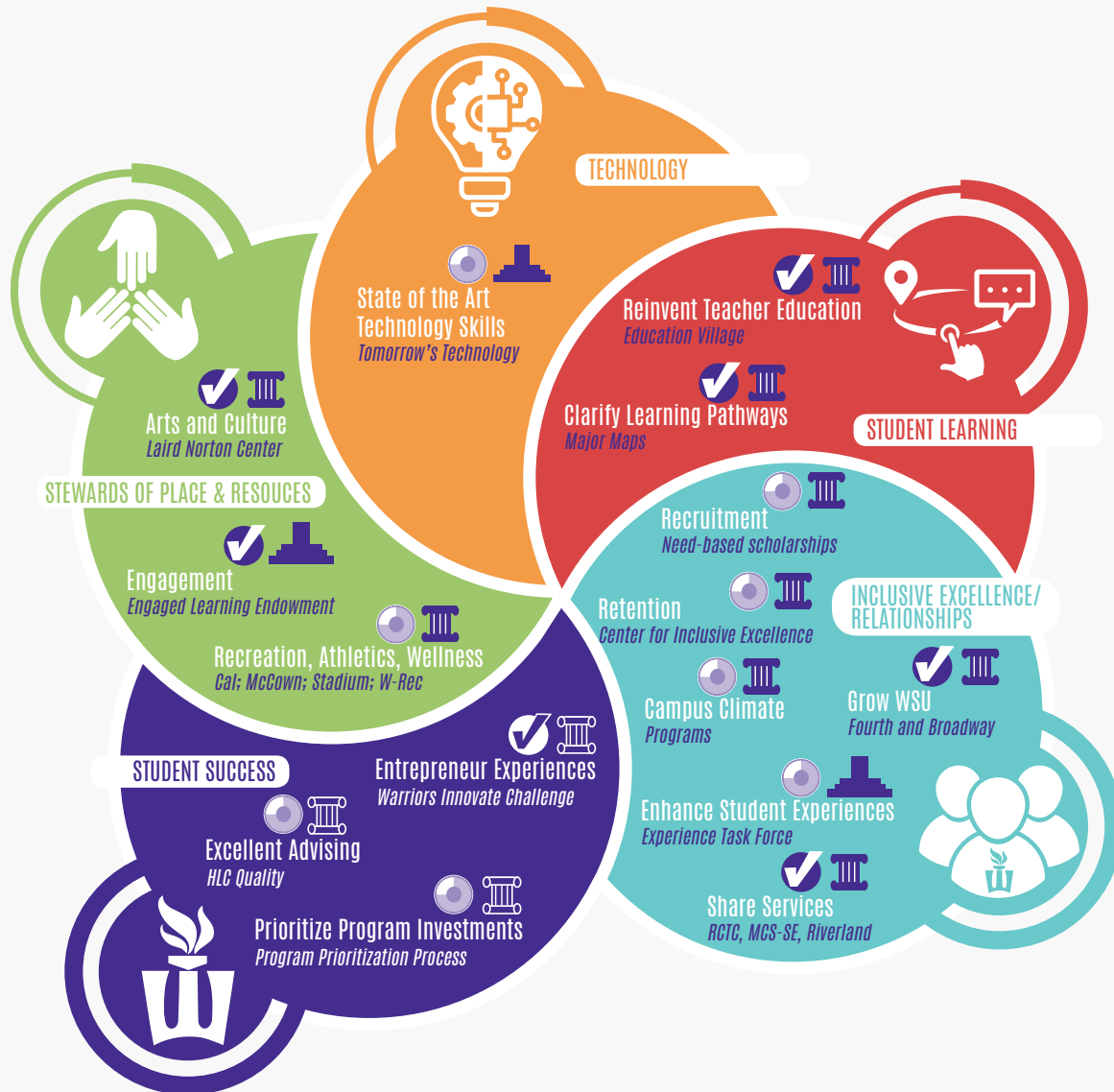
TOMORROWS TECHNOLOGY



ENGAGED LEARNING



WSU STUDENT EXPERIENCE



KEY

- ✓ = COMPLETE
- = IN PROGRESS
- ✗ = FAILED
- 🏛️ = UNIVERSITY PLATFORM
- 🏛️ = UNIVERSITY PILLAR
- 🎓 = FOUNDATION PRIORITY



It is with great pleasure that I share with you our Inclusive Excellence Strategic Plan. This plan represents the hard work, time, and dedicated efforts of the Inclusive Excellence Committee. This committee is made up of faculty and staff representing multiple bargaining units and associations, as well as students. The outcome of our work will guide us through institutional changes that support, celebrate, and infuse diversity into the University's core.

The Inclusive Excellence Strategic Plan provides a comprehensive action plan that will position Winona State University to continue its leadership through further developing an environment where diversity, inclusion, and cultural competence are strategically positioned among our highest priorities. This is critical to our mission.

We are committed to inclusive excellence and understand we must be a model for what we want our students and community to become. By bringing together people from many different backgrounds, we equip the next generation of Warriors to engage present and future challenges and opportunities. We envision ourselves as an institution where all members of the community, including historically underrepresented groups, enjoy campuses that are professionally and academically supportive, safe, respectful, and welcoming.

We will continue to strengthen our commitment to diversity, as we aspire to be an institution where educational quality is enhanced and enriched by a diverse campus community.

Thank you,

*Jonathan Locust, Jr., Ph.D.
Associate Vice President, Inclusion & Diversity
Winona State University*



INCLUSIVE EXCELLENCE COMMITTEE MEMBERS

Inter Faculty Organization (IFO)

Kubilay Gok (Sp19)
Elissa Alzate (Sp19)
Kate Jenkins (Sp19)
Samuel Tsegai (Sp20)

Administrative and Service Faculty (ASF)

Rebecca Sims

American Federation of State, County and Municipal Employees (AFSCME)

Beth Halleck

Minnesota Association of Professional Employees (MAPE)

Vacant

Middle Management Association (MMA)

Tom Hill

WSU Students

Lizzie Casey
BriShaun Kearns
Mack Carter
Jalen Crum

ex officio members

AAO: Lori Mikl

Dean of Students: Karen Johnson

*Associate Vice President of Inclusion & Diversity and
Chief Diversity Officer:* Jonathan Locust, Jr.

Director of Warrior Success Center: Ron Strege

IPAR Director: Eri Fujieda

*Vice-President for Student Life and Enrollment Manage-
ment:* Denise McDowell

Community Liaison from

INCLUSIVE EXCELLENCE STRATEGIC PLANNING (2019-2024)

TIMELINE

2018

- November/December: Data Analysis Group - ✓

2019

- January/February: Diversity plan is drafted - ✓
- March: Plan is finalized - ✓
- April: Present to campus - ✓

TOOLKIT PLANNING PHASES

1. Convening the planning team - ✓
2. Conducting an institutional needs assessment and research - ✓
- 3. Data Analysis Group: Analyzing data - ✓**
 - a. 2018 - Needs Assessment: Diversity Mapping Report - ✓
 - b. 2018-19 - Campus Climate Survey - ✓
 - c. 2018 - Campus PRIDE Index: assesses LGBTQ+ friendliness - ✓
 - d. 2014 - Campus Diversity Plan - ✓
 - e. 2016-19: Diversity Mapping Report - ✓
 - f. Systemwide equity and diversity goals - ✓
4. Drafting the plan: Setting goals, strategies and outcomes - ✓
5. Communicate plan to campus – multiple opportunities for feedback - ✓
6. Sustaining the process

NEEDS ASSESSMENT CATEGORIES – QUESTIONNAIRE

1. Mission Statement, Goals and Values
2. History
3. Physical Environment
4. Policies & Procedures
5. Climate & Culture – Campus Climate Results
6. Leadership
7. Supervision
8. Professional Development
9. Human Resources
10. Budget
11. Committees & Taskforces
12. Managing Conflict
13. Events
14. Programs & Services
15. Marketing & Communications
16. Assessment – Eri
17. New Projects & Initiatives
18. New Student Orientation
19. Student Advising
20. Curriculum



The Inclusive Excellence Strategic Plan 2019-2024

Items bolded under Accountability Partners will take the lead on that action.

REPORT SUMMARY Description or introductory text

COMPONENT 1: *Develop visible institutional statements, initiatives, and symbols of our priorities, and policies that produce equitable outcomes.*

	Action	Accountability Partners	Measure of Success	Timeframe	Financial Costs
Action 1	Investigate the first-year experience to better understand how diversity can be incorporated in the planning and assessment process.	Orientation, IPAR, I&D Office and KEAP Council	Data will be presented and discussed to understand collaboration opportunities.	Year 1	No cost
Action 2	Articulate the definition of diversity and inclusive excellence, share with campus areas (bargaining units, departments, divisions, leadership, etc.) to encourage incorporation of language.	All university committees, IE Committee , and the AVP I&D	Definition articulated and shared with the campus community.	Year 1	No cost
Action 3	Establish roles and responsibilities to facilitate inclusive excellence at WSU with measures of accountability.	COA, IPAR, IE Committee and the AVP I&D	Roles and responsibilities shared, articulated and implemented.	Year 2	No cost
Action 4	Develop and implement a strategy/plan to ensure equity, inclusivity, and diversity in all committees, taskforces, and workgroups.	Long Range Planning Committee, AVP I&D , and the IE Committee	Plan created, vetted, shared, and implemented.	Year 3	No cost
Action 5	Create (or adopt) a rubric to assess policies/procedures/practices from an equity lens and facilitate changes toward inclusive excellence.	University Policy Committee, IPAR and the AVP I&D , and the IE Committee	Rubric shared, utilized for the purposes of institutional adoption.	Year 4	No cost

COMPONENT 2: *Create and sustain a welcoming, equitable and inclusive campus environment.*

	Action	Accountability Partners	Measure of Success	Timeframe	Financial Costs
Action 1	Assess the cultural representation in WSU public spaces and recommend actions to address gaps found in the assessment.	Finance & Facilities Committee, AVP I&D , Student Senate, and KEAP Council	Assessment conducted with implementation plan to fulfill the gaps.	Year 1	No Cost
Action 2	Increase the web presence of I&D and Inclusive Excellence initiatives.	Web Marketing , IE Committee, and the I&D Office	I&D and Inclusive Excellence initiatives are easily located and accessible through the homepage.	Year 1	No Cost
Action 3	Share the processes for adding closed captions to videos, and streaming/recording events for live access.	MarComm, AVP I&D and TLT	1. Information about these tools are shared with the campus. 2. Remote access and closed captioning on all University videos.	Year 1	No cost
Action 4	Translate commonly used WSU materials and explore the costs and technologies available for website translation.	MarComm, SLD , AVP I&D , IE Committee	1. Commonly used WSU materials are translated. 2. Best practices are discussed along with a process to implement.	Year 1	N/A
Action 5	Collaborate with Chartwell’s to investigate best practices for cultural sensitivity and inclusivity in food/dining options.	Chartwell’s , IE Committee , KEAP Council , and I&D Office	Best practices are discussed along with a process to implement.	Year 1	No Cost
Action 6	Each department/unit has a conversation on the results of Campus Climate Study and identifies one change that can be implemented immediately to address civility and respect within the department/unit.	IE Committee (Campus Climate Study Follow Action Work Group) and the AVP I&D	1. Departments report on their ideas and implemented changes. 2. Changes shared with campus community.	Year 1	No Cost

COMPONENT 2 (continued)

COMPONENT 2: Create and sustain a welcoming, equitable and inclusive campus environment.

	Action	Accountability Partners	Measure of Success	Timeframe	Financial Costs
Action 7	Create a virtual space where students and faculty/staff can submit acts of kindness and other positive activities/interactions. The submitted cases/stories can be used to promote a positive campus climate.	MarComm, AVP I&D, All university departments	Increase in campus climate survey results.	Year 1	No Cost
Action 8	<i>RE Initiative works with Warrior Success Center and Orientation Committee to make one high-impact change to educate incoming freshmen about gender-based violence prevention and resources on campus.</i>	RE Initiative, Warrior Success Center and Orientation Committee	High impact change implemented fall of 2019.	Year 1	No cost
Action 9	Organize, stream and record deliberative forums on issues of interest to the campus community involving faculty, staff, students.	I&D Office, IPAR, Faculty Development Committee, and the IE Committee	Forums are developed, hosted, and assessed.	Year 2	No Cost
Action 10	Create opportunities for students/employees to shadow other staff/employees in various areas of service and activities to better know them and their role.	IE Committee, Bargaining Units, I&D Office, and KEAP Council, and the AVP I&D	Increase in institutional collaborations and partnerships.	Year 3	No Cost

COMPONENT 3: Improve retention and graduation rates by increasing access, opportunity, and success for all students.

	Action	Accountability Partners	Measure of Success	Timeframe	Financial Costs
Action 1	Create new and/or assess current programs and services designed to increase the enrollment and success of students from underrepresented groups.	SLD, AVP I&D , and KEAP Council	Increase in student enrollment and completion numbers.	Year 1	No cost
Action 2	Investigate and pilot different student advising strategies that lead to higher persistence/completion rates.	I&D Office, IPAR , and University Advising Committee, KEAP Council, the Warrior Success Center	<ol style="list-style-type: none"> 1. Share data with institutional stakeholders. 2. Discuss ways and opportunities to incorporate researched strategies into advising practices. 	Year 1	No cost
Action 3	Create and sustain an inclusive environment to support the success of underrepresented and diverse students including first generation, veterans, posttraditional students, LBTQ and students with differing abilities.	I&D Office, KEAP Council, AVP I&D, All university departments	<ol style="list-style-type: none"> 1. Analyze best practices such as early warning systems, intrusive advising, prescriptive and developmental advising, civic engagement and service learning have been expanded. 2. Best practices are implemented. 3. Increase in student enrollment and completion numbers. 	Year 1	No cost
Action 4	Develop services and programs that seek to maintain an affordable cost of attendance for underrepresented students through increased scholarships, graduate assistantships, internships, and employment opportunities.	I&D Office , Admissions, Career Services, and Financial Aid Office.	Increase in student enrollment and completion numbers.	Year 2	No cost
Action 5	Create an online signup form for departments to request trainings related to inclusion and equity.	I&D Office	<ol style="list-style-type: none"> 1. Signup process is created and promoted. 2. Increase in training requests. 	Year 2	No Cost

COMPONENT 4: *Recruit, retain and develop a diverse community.*

	Action	Accountability Partners	Measure of Success	Timeframe	Financial Costs
Action 1	Develop and share a campus-wide list of publications and sites which target diverse job applicants and advertise in publications and websites in order to target diverse employees.	IE Committee, AVP I&D, and Legal Affairs	Recruitment and retention of diverse and underrepresented employees has increased.	Year 1	No cost
Action 2	Investigate and implement different ways to welcome, connect and support new employees (orientation, mentorship, etc.).	HR, IE Committee, and the I&D Office	<ol style="list-style-type: none"> 1. An on-boarding and off-boarding policy, activities, and programs for diverse employees at multiple levels will be established. 2. Recruitment and retention of diverse and underrepresented employees has increased. 	Year 2	No cost
Action 3	Focus to increase diversity in temporary, part-time, and adjunct faculty by contacting communities in recruiting diverse temporary, part-time, and adjunct hires.	Academic Affairs, IE Committee, HR, AVP I&D, and Legal Affairs	<ol style="list-style-type: none"> 1. Diverse temporary, part-time, and adjunct faculty has increased. 2. Recruitment and retention of diverse and underrepresented employees has increased. 	Year 2	No cost
Action 4	Explore trainings for hiring managers and supervisors.	IE Committee, HR, AVP I&D, and Legal Affairs	<ol style="list-style-type: none"> 1. Examine the feasibility of the training. 2. If feasible, share benefits and implementation plan with institutional stakeholders. 	Year 3	N/A

