

## SCSU FY13 Institutional Work Plan

### Strategic Theme 1: Integrated student experience

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
<b>1.1: Develop systems and structures to support students as they transition through their SCSU education</b>	<b>1.1a:</b> Implement University College to coordinate support structures for undergraduate students to promote academic excellence and enhance student success	Martinez-Saenz	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Year Retention Rate</li> <li>• 6-year Graduation Rate</li> <li>• Minority student graduation gap</li> <li>• Excellent Advising Quality</li> </ul>
	<b>1.1b:</b> Implement new student transition redesign (LEAN)	Martinez-Saenz	
	<b>1.1c:</b> Review and redesign approach to student advising	Martinez-Saenz	
	<b>1.1d:</b> Develop an integrated approach to tutoring	Martinez-Saenz	
	<b>1.1e:</b> Implement student early alert system (MapWorks)	Martinez-Saenz	
	<b>1.1f:</b> Implement Admissions restructuring	Malhotra	
<b>1.2: Develop institutional outcomes that align with SCSU's learning commitments and create systems and structures to support student learning and success</b>	<b>1.2a:</b> Design and implement HLC Quality Initiative	Foss	<ul style="list-style-type: none"> <li>• Excellent education experience</li> <li>• Definitely enroll again</li> <li>• Collegiate Learning Assessment</li> <li>• Learning outcomes (TBD)</li> </ul>
	<b>1.2b:</b> Implement assessment and accreditation reporting software	Foss	
<b>1.3: Develop meaningful links between student curricular and co-curricular experiences</b>	<b>1.3a:</b> Implement system for identifying and tracking service learning courses	Foss	<ul style="list-style-type: none"> <li>• Completed community serve or volunteer</li> </ul>
<b>1.4 Design recruitment and support strategies for underrepresented and at-risk students that support their academic and personal success</b>	<b>1.4a:</b> Create a Student of Color Recruitment and Retention Committee as recommended in Diversity Plan	Martinez-Saenz	<ul style="list-style-type: none"> <li>• % minority students</li> <li>• Minority student graduation gap</li> </ul>
	<b>1.4b:</b> Educate university community and provide support for appropriate integration of students with disabilities	Overland	
	<b>1.4c:</b> Engage in MnSCU Underserved Community Forums	Malhotra	
<b>1.5: Improve transferability and transfer student success</b>	<b>1.5a:</b> Assess and expand partnership with strategic community and technical colleges	Martinez-Saenz	<ul style="list-style-type: none"> <li>• Transfer Retention Rate</li> <li>• Transfer Graduation</li> </ul>
	<b>1.5b:</b> Complete implementation of Smart Transfer Plan	Godding	

	<b>1.5c:</b> Redesign Transfer Student recruitment strategies	Martinez-Saenz	Rate
	<b>1.5d:</b> Redesign Transfer Student orientation and transition program	Martinez-Saenz	
	<b>1.5e:</b> Engage two-year institutions in SCSU on-campus international activities and education abroad activities	Radwan	
	<b>1.5f:</b> Expand St. Cloud Technical and Community College Connections program to provide the best fit for applicants at SCSU	Martinez-Saenz	
	<b>1.5g:</b> Engage as an active university partner in systems Metro Planning initiative	Malhotra	

**Strategic Theme 2: Rigorous and relevant programs and applied learning opportunities**

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
<b>2.1 Build interdisciplinary undergraduate and graduate programs that are responsive to changing student, state and workforce needs</b>	<b>2.1a:</b> Create university-level strategic plan for graduate studies	Gregory	<ul style="list-style-type: none"> <li>• Licensure Exam Pass Rate</li> <li>• Undergraduate to Graduate degree ratio</li> <li>• Related Employment Rate</li> <li>• Completed practicum, internship, field experience or clinical</li> </ul>
	<b>2.1b:</b> Implement Curriculum and Catalog Navigator to improve timeliness, effectiveness and efficiency of curriculum change process	Godding	
<b>2.2: Develop on-line programs and courses and innovative delivery strategies that serve the needs of students and the market</b>	<b>2.2a:</b> Implement blended learning project as part of Red Balloon Project	Malhotra	<ul style="list-style-type: none"> <li>• Online course enrollment</li> <li>• Online degree ratio</li> </ul>
	<b>2.2b:</b> Complete mission and vision for online education	Bodvarsson	
	<b>2.2c:</b> Complete online strategic plan	Bodvarsson	
	<b>2.2d:</b> Develop professional development plan for faculty who teach or are interested in teaching online	Burgeson	
	<b>2.2e:</b> Develop process to accurately document online and	Godding	

	blended courses		
<b>2.3: Develop strategic programmatic identity for new colleges and schools</b>	<b>2.3a:</b> Complete strategic plan for School of Health and Human Services	Devers	
	<b>2.3b:</b> Complete strategic plan for School of Public Affairs	Bodvarsson	
	<b>2.3c:</b> Complete strategic plan for College of Liberal Arts	Springer	
	<b>2.3d:</b> Implement branding strategy for colleges and schools	Boone	
<b>2.4: Develop systems and structures to support basic and applied research, scholarship and creative expression for faculty and students</b>	<b>2.4a:</b> Create Center for Research and Statistical Consulting	Gregory	<ul style="list-style-type: none"> <li>• Completed research w/faculty</li> <li>• Total grants and contracts</li> <li>• % Primary investigators</li> </ul>
	<b>2.4b:</b> Develop college and school research and scholarship portfolios	Gregory	
<b>2.5: Expand applied learning opportunities for students</b>	<b>2.5a:</b> Develop consistent data collection and reporting method for experiential learning opportunities and activities	Foss	<ul style="list-style-type: none"> <li>• Completed practicum, internship, field experience or clinical</li> </ul>
<b>2.6: Create systems and structures to support faculty in interdisciplinary program development, teaching and research</b>	<b>2.6a:</b> Develop institutes and centers to support programmatic innovation, research and outreach that align with our strategic priorities and learning commitments	Foss	<ul style="list-style-type: none"> <li>• Total grants and contracts</li> </ul>
	<b>2.6b:</b> Develop policy for identifying, developing and funding institutes and centers	Foss	

### Strategic Theme 3: Engaged campus and external community

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
<b>3.1: Expand and develop community partnerships to identify and address community priorities that align with SCSU's strengths and capacity</b>	<b>3.1a:</b> Continue engagement with Central MN Community Foundation and Initiative Foundation in addressing St. Cloud regional priorities	Potter	<ul style="list-style-type: none"> <li>• Related Employment Rate</li> </ul>
	<b>3.1b:</b> Continue engagement with Greater St. Cloud Development Corporation to implement an economic development strategy for central Minnesota	Potter	

	<b>3.1c:</b> Coordinate a survey of regional post-secondary institutions regarding regional industry partnerships and efforts and develop coordinated plan	Foss	
<b>3.2: Expand Science, Technology, Engineering &amp; Mathematics (STEM) initiatives that strengthen basic and applied science programs and science education</b>	<b>3.2a:</b> Create a Center for STEM Education	DeGroot	<ul style="list-style-type: none"> <li>• % STEM degrees awarded</li> </ul>
	<b>3.2b:</b> Expand Science Express, science outreach and mobile lab program and resources	DeGroot	
<b>3.3: Identify and strengthen pre-K-16 partnerships to improve student preparedness and teacher education</b>	<b>3.3a:</b> Implement Teacher Preparation Initiative	Alawiye	<ul style="list-style-type: none"> <li>• MTLE pass rate</li> <li>• Number of qualified teachers (TPI)</li> </ul>
	<b>3.3b:</b> Continue Center for Access and Opportunity with School District 742	Alawiye	
<b>3.4: Create institutional infrastructure to enhance community engagement</b>	<b>3.4a:</b> Build community engagement responsibilities into position responsibilities throughout the university	Godding	<ul style="list-style-type: none"> <li>• Completed community serve or volunteer</li> </ul>
	<b>3.4b:</b> Create Community Engagement Advisory Committee	Malhotra	
	<b>3.4c:</b> Expand engagement with American Democracy Project	Bodvarsson	
	<b>3.5d:</b> Implement technology to collect and report data on faculty, staff and student scholarship and community engagement and service activities	Foss	

#### Strategic Theme 4: Vibrant, involved and diverse campus

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
<b>4.1: Recruit, develop and retain a high-quality, diverse work force</b>	<b>4.1a:</b> Redesign role and approach to human resource development and training	Schoenherr	<ul style="list-style-type: none"> <li>• % minority faculty</li> <li>• % minority employees</li> <li>• Faculty members are available, helpful, sympathetic</li> <li>• Administrative personnel and</li> </ul>
	<b>4.1b:</b> Develop faculty orientation, development and recognition program	Palmer	
	<b>4.1c:</b> Implement Affirmative Action plan	Bartges	
	<b>4.1d:</b> Complete climate survey	Bartges	
	<b>4.1e:</b> Create and implement a comprehensive on-boarding process for employees	Schoenherr	

	<b>4.1f:</b> Complete faculty hiring and workload assignment process redesign (LEAN event)	Foss	offices are available, helpful, sympathetic
<b>4.2 Expand and institutionalize international activities and partnerships to provide global learning opportunities for students, faculty and staff</b>	<b>4.2a:</b> Develop a web-based portal for international activities that will provide a one-stop site for international opportunities for students and faculty, both SCSU and other sponsored	Radwan	<ul style="list-style-type: none"> <li>• Completed study abroad</li> <li>• % International students</li> </ul>
	<b>4.2b:</b> Create policy and form tool kit and clarify process, standards and conditions to propose international activities and partnerships	Radwan	
	<b>4.2c:</b> Create governance structure for SCSU's international programs and efforts	Radwan	
<b>4.3: Develop and promote opportunities to enhance student and employee involvement within the campus community</b>	<b>4.3a:</b> Develop approach to workplace civility	Schoenherr	<ul style="list-style-type: none"> <li>• Institution very much encourages contact w/students from diverse backgrounds</li> <li>• Very often have serious conversations w/students of different race or ethnicity</li> </ul>

### Strategic Theme 5: Environmental, Organizational and Social Sustainability

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
<b>5.1: Develop student programs, academic and co-curricular, and services with a focus on sustainability</b>	<b>5.1a:</b> Convene a University-wide work group on sustainability to develop a university-wide definition of sustainability	Malhotra	
	<b>5.1b:</b> Develop implementation strategies from Sustainability curriculum task force	Malhotra	
<b>5.2: Operate campus with a focus on sustainability</b>	<b>5.2a:</b> Implement Climate Action Plan created for President's Climate Commitment	Sippel	<ul style="list-style-type: none"> <li>• Climate neutrality goals</li> </ul>

## Strategic Theme 6: Institutional capacity for excellence and innovation

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
<b>6.1: Design mechanisms for tracking implementation of SCSU's Strategic Action Plan and link to resource allocation and accountability</b>	<b>6.1a:</b> Develop governance structure for data definition, management, collection, storage and reporting	Foss	<ul style="list-style-type: none"> <li>• Composite Financial Index</li> <li>•</li> </ul>
	<b>6.1b:</b> Implement Planning and Continuous Improvement process (revised Program Review)	Foss	
	<b>6.1c:</b> Expand data analytics and implement SAMS 2.0 upgrade	Foss	
	<b>6.1d:</b> Design resource allocation strategy for Academic Affairs	Foss	
<b>6.2: Leverage technology to enhance student access, learning and service and organizational efficiency and effectiveness</b>	<b>6.2a:</b> Finalize and implement the Technology Vision and Plan	CIO	
	<b>6.2b:</b> Create and implement a student portal, including a virtual one stop for students	Thorson	
	<b>6.2c:</b> Create an employee intranet and electronic workflow	Thorson	
<b>6.3: Create facilities plan and spaces designed to house current and future programs</b>	<b>6.3a:</b> Implement University College space redesign	Martinez-Saenz	<ul style="list-style-type: none"> <li>• Facilities Condition Index</li> </ul>
	<b>6.3b:</b> Continue with Residence Hall renovation	Overland	
	<b>6.3c:</b> Design space reallocation plan to support reorganized colleges and schools	Malhotra	
	<b>6.3d:</b> Implement space redesign to support technology reorganization	Thorson	
<b>6.4: Diversify resource base and expand private giving to support student achievement and success and university priorities</b>	<b>6.4a:</b> Develop program to increase sustainable alumni engagement and provide meaningful opportunities for alumni and constituent volunteerism	Wruck	<ul style="list-style-type: none"> <li>• Alumni giving rate</li> <li>• Private giving rate</li> </ul>
	<b>6.4b:</b> Expand efforts related to International Alumni relations	Wruck	
	<b>6.4c:</b> Complete fundraising for the National Hockey and Events Center	Wruck	
	<b>6.4d:</b> Reorganize fundraising staff	Wruck	
<b>6.5: Boost internal and external support for SCSU through strategic communication efforts</b>	<b>6.5a:</b> Successfully design and implement a new branding strategy that effectively communicates the new mission and strategic focus of SCSU	Boone	<ul style="list-style-type: none"> <li>• NEF/NET Yield Rate</li> </ul>

<b>6.6 Improve operating efficiencies through resource management, process improvement and system collaboration</b>	<b>6.6a:</b> Pursue Campus Service Cooperative initiatives as appropriate	Sippel	<ul style="list-style-type: none"> <li>• Composite Financial Index</li> <li>• Reserve as % of General Operating Revenue</li> </ul>
	<b>6.6b:</b> Develop a more formal risk management strategy	Sippel	
	<b>6.6c:</b> Complete GMW assignment process redesign (LEAN event)	Sippel	
	<b>6.6d:</b> Establish internal control documentation	Sippel	