

St. Cloud State University
FY 2009 Work Plan
Unit: Leadership Team

University Goal: To become the best comprehensive state university in the Upper Midwest, recognized by our peers as a leader in our region.

Accessibility that leads to success

Strategic Objective	Initiative	Action Item	Responsibility	Timeline	Organizational Objective	Institutional Measure(s)
Develop plan for on-line and distributed learning programs					OP6	Enrollment Indicator
		Develop vision and strategic direction for SCSU's on-line efforts	Leadership Team	Aug. 08		
Develop an integrated student experience that provides support from application to post-graduation					R3	Retention Rate Graduation Rate
	Strengthen and align academic support programs and services to better serve current and future student populations				OP4	
		Organize work and approach and broaden conversation	Spitzer Overland Dean, UGS	Aug. 08		
		Review Student Experience work group report and Undergraduate Studies report and develop focused implementation plan	Spitzer Overland Dean, UGS	Dec. 08		
		Develop off-campus student support plan			OP4	
		Develop non-traditional student support plan			OP4	
		Implement Veterans Task Force report recommendations	Overland		OP4	
		Improve access to student services through multiple delivery options			OP6	
	Create an integrated First Year Experience strategy				OP2	
	Engage in Foundations of Excellence Program		Dean, UGS		OP5	

	Develop Residential Living Plan	Overland		R2	
	Assessment of residence hall facilities	Pedersen	Aug 08		
	Complete residential living plan	Pedersen	Dec 15		
Embrace and foster diversity				OP3	Diversity Indicator
	Develop Diversity Plan	Diversity Task Force	May 09	OP3	
Instill a commitment to quality student service throughout the university				OP4	Student Satisfaction Index
	Define and implement a CRM program			OR9	

Character that reflects our region

Strategic Objective	Initiative	Action Item	Responsibility	Timeline	Organizational Objective	Institutional Measure(s)
Institutionalize our commitment to civic and community engagement					R1	Comm. Engage & Outreach Ind.
		Identify gaps in current Community Engagement team and fill	Overland			
		Create focused implementation plan based on Community Engagement work group report	Overland			
	Expand service learning opportunities for students				OP2	
	Hire Service Learning Director		Overland	Fall 08	R2	
	Assess current community engagement efforts				OP5	
	Participate in MN Campus Compact Navigating College project		Overland Foss		OP5	
	Conduct Community Engagement Audit		Overland Foss		OP1	
Develop and strengthen preK-16 partnerships					OP1	Comm. Engage & Outreach Ind.
	Hire P-16 Coordinator		Spitzer	Fall 08	R2	
	Implement plan developed by P-16 work group		P-16 Coordinator			
Expand Science, Technology, Engineering & Mathematics (STEM) Initiatives					OP1	Enrollment Indicator

	Review Sciences Strategies work group report and develop focused implementation plan	DeGroote	Fall o8			
	Hire STEM Coordinator	Spitzer	Fall o8	R2		
	Develop strategy to meet MnSCU STEM targets	Spitzer	June 09	OP1		
Develop and focus strength on building healthy communities					OR1	Comm. Engage & Outreach Ind.

Education that drives knowledge into action

Strategic Objective	Initiative	Action Item	Responsibility	Timeline	Organizational Objective	Institutional Measure(s)
Provide a high quality, integrated learning experience for our students					S3	SLO Indicator
	Create and foster a community of scholars				OP2, OR3	
		Develop implementation plan based on Faculty Research group recommends report	Spitzer Cogdill	Dec o8		
		Hire Sponsored Programs Post-award Coordinator	Nunes	Fall o8	R2	
		Review balance of teaching, scholarship, & service in tenure & promotion process	Spitzer		OR2	
	Develop Institutional Learning Outcomes that provide students with a solid educational foundation and align with the principles of AAC&U's LEAP project				OP5	
		Complete General Education revision	Spitzer GEC		OP5	
	Develop institutional culture and increase institutional commitment to assessing and improving student learning				OR9	
		Implement University Assessment Plan	UAC		OP5	
Live into our global commitment					OP3, OR4	Student Exp. Learning Enrollment
		Conduct planning session to develop vision	Leadership Team	Aug o8		
		Review external review, visioning session information and work group reports to develop vision and focused implementation plan	Radwan	Dec o8		

A portfolio of distinctive programs

Strategic Objective	Initiative	Action Item	Responsibility	Timeline	Organizational Objective	Institutional Measure(s)
Create culture and environment for program investment and new program development					R2	Instit. Resource Indicator
	Develop market analysis and forecasting capabilities				OR7	
	Develop integrated planning and budgeting model				OR9	
		Conduct Leadership Team meeting to discuss budget process and strategy for program investment and start-up	Leadership Team	Aug 08		
		Finalize strategic initiative funding process developed by Integrated Planning & Budgeting work group and implement	Ludwig Spitzer	Oct 08	OR9	
Expand graduate education opportunities that fit student and market demand					R3	Program Mix Indicator Enrollment
	Develop comprehensive list of planned graduate programs with timelines for development and approval		Spitzer Rubenstein Deans (Foss to support)	Aug 08		
	Review resource implications and plan for implementation approach for each new graduate program		Spitzer Rubenstein Deans (Foss to support)	Aug 08		
	Develop strategy for the Twin Cities				OP6	
Build interdisciplinary programs and collaborations with clear research and service connection					OP5	Program Mix Gifts & Grants
	Review opportunities in departmental, college and university plans and develop prioritized list of interdisciplinary programs for further development		Spitzer Rubenstein Deans	Aug 08		
	Review resource implications and plan for implementation of each interdisciplinary program		Spitzer Rubenstein Deans	Aug 08		
Create a School of Health Sciences within the College of Science & Engineering					R3	Program Mix
	Develop strategy and plan		DeGroote	Dec 08		
Increase the brand value of the G.R. Herberger College of Business					R3	Program Mix Enrollment

	Develop strategy and plan	Lawson	Dec 08		
Develop an integrated vision for the Social Sciences				OP5	Program Mix Enrollment
Develop an integrated vision for the creative and performing arts				OP5	Program Mix Enrollment Comm. Engage.
Develop sustainability programs				R3	
	Develop sustainability scholarship and curriculum			OP5	
	Develop strategy to promote campus sustainability			OR9	
	Articulate current practices	Ludwig			
	Assess sustainability declaration	Ludwig			
Develop plan for SCSU Athletics		Kurtz	Sum 09		Student Sat. Comm. Engage. Alumni Engage.

Institutional capacity for excellence and innovation

Strategic Objective	Initiative	Action Item	Responsibility	Timeline	Organizational Objective	Institutional Measure(s)
	Recruit, develop and retain a high-quality workforce				OR3	Employee Development Indicator
	Improve employee recruitment and hiring practices				OR3	
		Review Faculty and Staff Development work group reports and develop a focused implementation plan	Chambers AVP for Faculty Relations			
	Improve employee development and recognition practices				OR2, OR3	
		Review Faculty and Staff Development work group reports and develop a focused implementation plan	Chambers AVP for Faculty Relations			
		Utilize employment contract performance incentives to recognize advancement of strategic objectives			OR2	

Develop planning, assessment and evaluation, and data infrastructures to support continuous improvement				OP5	Assessment & Evaluation Indicator
Fully develop University Data System to improve access to and quality of data				OR7	
Complete Instructional Workload cube		Foss	Dec. 08	OR7	
Complete Enrollment & Retention cube		Foss	May 09	OR7	
Develop research and service data collection capability		Spitzer Foss	May 09	OR1	
Develop and implement continuous improvement model				OR9	
Develop framework to review and improve business practices				OP5	
Investigate use of Lean methodology as framework for process improvement and redesign					
Develop policy review framework and structure		Siminoe		OP5	
Implement peer benchmarking and performance measurement process				OR7	
Create web site for displaying and tracking performance measures		Foss	Dec. 08	OR7	
Implement Voluntary System of Accountability		Foss	Nov. 08	OR7	
Implement vision of the comprehensive technology plan				OR8	Technology & Tools Indicator
Conduct planning session to shape an approach to the development of a comprehensive technology plan		Leadership Team	Aug. 08		
Technology Plan revision completed		Tornquist	Dec. 08		
Create the space we need to house critical current and future programs				R2	
Complete Comprehensive Facilities Plan		Ludwig	Oct. 09	R2	
Complete planning for the National Hockey Center expansion				R2	
Complete planning for ISELF				R2	
Complete planning for 5 th Avenue project				R2	
Develop ability to project enrollment and student demand and model staffing levels				R4	Enrollment Indicator
Improve enrollment analysis capability				R4	

	Develop enrollment projection models	Saffari		OR7	
	Develop enrollment analysis cube in University Data System	Foss		OR7	
	Develop ability to analyze current staffing and develop models			R2	
	Develop unit-based priorities for private support leading to a comprehensive fundraising campaign			R1	Gifts & Grants Indicator
	Increase major gift prospect pool			R1	
	Develop fundraising efforts for National Hockey Center expansion			R1	
	Develop strategy to meeting MnSCU institutional support goals			R1	
	Strengthen our approach to alumni relations			OP1	Gifts & Grants Indicator
	Increase alumni participation in events	Rudnitski		OP1	
	Develop strategy to increase alumni participation in giving	Rudnitski		OP1	
	Enhance the reputation of our University through strategic communication efforts			R1	
	Create Community Impact Statement	Boone		OP1	
	Implement phased improvements in signage			OP1	