

ST. CLOUD STATE UNIVERSITY
INSTITUTIONAL WORK PLAN
FISCAL YEAR 2003



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**St. Cloud State University
Institutional Work Plan
Fiscal Year 2003**

MnSCU Annual Work Plan Summary Action Step 1: Increase Access and Opportunity: Minnesota State Colleges and Universities will reach out to those who have been under-prepared for or traditionally underrepresented or underserved in higher education: students of color, first-generation college students, students for whom English is a second language and low income students.

SCSU Goal 1: Academic Distinction: St. Cloud State University will maintain a quality educational experience for undergraduate and graduate students.

1. A. Assessment and Planning

- a. Develop criteria and articulate expectations for Centers of Excellence on campus: Define undergraduate and graduate programs with national or international appeal using criteria from accreditation reviews, assessment programs, student demand, placement rates, or other measures.
Responsible: Provost and deans
Timeline: December '02
- b. Identify additional programs for assessment at the department level; develop measurable student learning outcomes (licensure examinations, employment record, etc.).
Responsible: Provost and deans
Timeline: December '02
- c. Finalize program review policy with FA
Responsible: FA
Timeline: May '03
- d. Develop an incentive-based budgeting formula that will allow reinforcement of positive progress toward key performance indicators related to program retention.
Responsible: Provost and deans
Timeline: December '02



1. B. Faculty Development

- a. Identify SCSU faculty recruitment needs.
- b. Finalize faculty hiring manual with FA endorsement.
Responsible: Provost's Office
Timeline: March '03
- c. Develop consistent faculty retention, promotion, and tenure procedures across colleges.
Responsible: Provost, President's Office
Timeline: March '03
- d. Provide incentives for an increase in scholarly activity such as preparing proposals for externally funded research and other sponsored projects. (See also 4.F.)
Responsible: Provost
Timeline: May '03

1. C. Teacher Preparation

- a. Continue the Transition to Teaching Program, targeting special education, mid-career professionals who hold a baccalaureate degree in the areas of science and special education with District 742 to pursue teaching licenses in high need areas.
- b. Strengthen partnerships and curriculum development through Professional Development Schools.
- c. Provide baseline data for each teacher preparation program on demographics, enrollments in targeted areas of shortage, and new programs in disciplines of teacher shortage to the MnSCU Office of the Chancellor.
- d. Maintain Intensive English Center to meet the needs of international and ESL teachers.
- e. Investigate the feasibility of a Board of Teaching approved program for ESL at the graduate level.
Responsible: Dean, College of Education and Dean, Fine Arts & Humanities
Timeline: May '03

1. D. Advanced Degree Programs

- a. Investigate the development of degree programs in the Health Sciences, social sciences, and other disciplines.
Responsible: Provost and Deans
Timeline: May '03



1. E. Maintain accreditation for programs.

Responsible: Provost and Deans

Timeline: Ongoing

References for Goal 1:

- 1) *MnSCU Goal 2: The Minnesota State Colleges and Universities will provide students with a full range of quality learning programs and student services.*
- 2) *MnSCU Goal 2.3 - Expand Graduate Education – The Minnesota State Colleges and Universities will provide and expand graduate education, and practical research and development.*
- 3) *MnSCU Goal 2.5 – Ensure Excellence in Teaching and Learning. The Minnesota State Colleges and Universities will provide a full range of educational options that respond to the wide variety of student learning needs.*
- 4) *SCSU Strategic Plan Draft 4/06/02, Section 3.01*

SCSU Goal 2: Student Success: Provide access to a quality education and foster academic success.

2. A. Students of Color

- a. Compile and report to MnSCU baseline admissions, retention and completion data and trends for each college and university, overall and disaggregated by demographic category (gender, ethnicity, special population such as ESL, disability, economically disadvantaged, etc.) by December 2002.
- b. Identify successful outreach practices and programs for students from communities of color existing at SCSU as of January 2003 and submit to the Office of the Chancellor a plan to disseminate financial aid information to low income and first generation students and families in their communities.
- c. Consult with the Office of the Chancellor Office of Equal Opportunity and Diversity to review SCSU's target goals and plans to increase the numbers of students of color, and produce measurable increased recruitment, retention, transfer and graduation rates for all segments of students of color.

Responsible: Enrollment Management

Timeline: January '03

- d. Assess current academic support structure for students of color and recommend and implement improvements that are accepted by Academic Affairs and Student Life and Development as most likely to be effective in supporting academic success.



- e. Create partnerships with corporate entities in a mutually reinforcing set of relationships around a larger initiative to accomplish 2.A.d. (above) and serve as a diversification program for those corporate partners as well as the University.
Responsible: VP, Student Life and Development
Timeline: Assessment by January 2003. Recommendations by March 2003. Implementation Plan by May 2003.
- f. Develop recruitment materials in other languages besides English (Spanish, others).
Responsible: Office of Admissions
Timeline: December '02

2. B. Increase the Quality of the New Entering Freshman Class

- a. Enhance the student profile to increase the likelihood that students will be better prepared for college by increasing the percentage of top 10 and top 25 percent (of their high school class) students among new entering freshmen from X to Y.
- b. Review the Honors program to ensure it meets the needs of the top students recruited.
Responsible: Enrollment Management
Timeline: May '03

2. C. International Experiences

- a. Continue to support the presence of an international student population of 900-1,000 on campus.
- b. Continue to provide access to international study experiences for 300-400 domestic students.
Responsible: Center for International Studies
Timeline: May '03

2.D. Increase Student Retention

- a. Design a comprehensive, integrated first year experience to enhance the personal, social and academic success of students with the ultimate aim of increasing retention of students between the first and second years.
Responsible: VP, Student Life and Development, Deans
Timeline: Draft design of First Year Experience by December 2002. Final design by February 2003, with implementation to begin with the final phase of recruitment and first phases of orientation to begin in March and continuing through the period of student/parent orientation.
- b. Complete a study to determine reasons for student attrition as a first step in increasing retention.
Responsible: Enrollment Management
Timeline: April '03



2.E. Provide student support opportunities such as privately funded scholarships, need- and merit-based scholarships, work-study, and loan programs, maintaining current levels despite declining state support.

Responsible: VP, University Advancement, Financial Aid

Timeline: June '03

2.F. Expand recruitment and retention services for non-traditional students.

Responsible: Dean, Continuing Studies, Student Life and Development, Dean, Graduate Studies, and Enrollment Management

Timeline: Collect and analyze the data on attrition by May 2003. Draft recommendations by August 2003.

References for Goal 2:

- 1) *MnSCU Objective 1.1.2—The Minnesota State Colleges and Universities will seek to provide the necessary resources and services to retain admitted students, particularly students of color, and support the achievement of their educational goals.*
- 2) *MnSCU Objective 1.2.1—Colleges and universities will develop strong recruitment/community service outreach programs.*
- 3) *MnSCU Objective 1.2.3— The Minnesota State Colleges and Universities will measure their success in serving underrepresented student populations.*
- 4) *MnSCU Objective 1.2.5—The Minnesota State Colleges and Universities teacher preparation institutions will recruit, develop and retain a sufficient number of first generation students and students of color in their programs.*
- 5) *SCSU Strategic Plan Draft 4/06/02, Section 3.01 and 3.02*

SCSU Goal 3: Diversity: Create an environment that welcomes and empowers people and builds organizational strength through diversity.

3. A. Review structure and staff requirements for the Affirmative Action Office.

Responsible: President's Office

Timeline: January '03

3.B. Develop comprehensive campus-wide training on diversity issues.

Responsible: Vice Presidents

Timeline: May '03

- a. Continue chair development workshops for SCSU department chairs.

Responsible: Provost

Timeline: May '03

- b. Form University Task Force on Diversity as suggested by EEOC.
- c. Implement recommendations from the JCRC Environmental Scan.



d. Review Nichols and Renken reports which are to be submitted in Summer 2002.

Responsible: Nathan Church/Theresa Fischer, co-chairs

Timeline: Proposed composition and charge for the task force by July 31, 2002 (completed) to President for review and approval. Issue of Presidential Charge to task force by August 30, 2002. Work of task force to be initiated by September 2002.

Recommendations to President by January 2003.

3. C. Develop a plan to specifically focus on programs, services, facilities and employees that will provide an inviting and safe learning environment for students

a. Move leadership of Student Disability Services to full-time director, reflecting increased demand for services.

Responsible: VP, Student Life and Development

Timeline: Secure funding to support M&E budget for half of SDS director position, now supported by student fee allocated budget (completed).

b. Make independent investigator position permanent.

Responsible: President's Office

Timeline: January '03

c. Reallocate current resources to add one FTE professional staff to Public Safety to enhance response and investigation.

Responsible: VP, Administrative Affairs

Timeline: November '02

d. Develop broader mix of ethnic dishes in food service.

Responsible: VP, Administrative Affairs

Timeline: January '03

3. E. Develop institutional culture of fairness and respect, committed to service to our students and to the region that we serve.

a. Expand mediation and alternative dispute resolution strategies to resolve conflicts on the campus, thereby reducing the number of conflicts that progress through the grievance process to the MnSCU system level.

b. Improve relations between the Faculty Association and the administration to reduce the number of conflicts and disagreements that rise to the level of formal grievances.

c. Better coordinate communication efforts from the University to the system office and external groups to improve the University's image and gain support for the University.

Responsible: Vice Presidents

Timeline: Ongoing



References for Goal 3:

- 1) *MnSCU Objective 1.1.2—The Minnesota State Colleges and Universities will seek to provide the necessary resources and services to retain admitted students, particularly students of color, and support the achievement of their educational goals.*
- 2) *MnSCU Goal 1.3 – Make Learning Environments Inviting and Safe – The Minnesota State Colleges and Universities will provide programs, services, facilities and employees to provide an accessible and safe learning environment for students.*
- 3) *MnSCU Goal 4.1 – Recruit and Invest in Faculty, Staff and Administration – The Minnesota State Colleges and Universities will recruit, develop, reward and retain diverse and qualified faculty, staff, and administration.*
- 4) *SCSU Strategic Plan Draft 4/06/02, Section 3.05*

MnSCU Action Step Two: Increase Support: Minnesota State Colleges and Universities will increase public support for public higher education in order to keep tuition affordable.

SCSU Goal 4: Pursue sufficient support from both public and private sources to operate SCSU with reasonable and stable tuition.

4. A. Public Support

- a. Use performance indicators developed for budgeting to make the case for support for SCSU's operating budget request.

Responsible: AVP, Administrative Affairs/Provost

Timeline: Initial indicators April '03, continued development through FY '04.

- b. Pursue sufficient capital resources through the state budget process to provide excellent, affordable higher education opportunities: the renovation of Centennial Hall into a new home for the Herberger College of Business and update College of Science and Engineering facilities.

Responsible: AVP, Administrative Affairs/Dir, University Relations

Timeline: Following MnSCU schedule

4. B. Private Support:

- a. Continue development of the Facilities Master Plan and investigate alternative funding options to advance the master plan, including private fundraising and community involvement and partnerships.

Responsible: VP, Administrative Affairs/VP University Advancement

Timeline: May '03

- b. Provide student support opportunities such as scholarships, need- and merit-based scholarships, work-study, and loan programs. (Also see 2.E.)



- c. Begin planning for Campaign II by developing a list of campus priorities for private support and involving internal and external constituents in refining those plans.

Responsible: VP, University Advancement

Timeline: May '03

4. C. Increase grant proposals submitted for externally funded support.

Responsible: Sponsored Programs

Timeline: June '03

MnSCU Action Step Three: Strengthen Community Development and Economic Vitality: The Minnesota State Colleges and Universities will help meet the state's critical workforce and community needs.

SCSU Goal 5: Communities: Strengthen St. Cloud State University's relationships with the communities it serves to build regional and state economic vitality and quality of life.

5.A. Inventory the existing partnerships with local community of color organizations and report to the MnSCU Office of the Chancellor by December 2002, and consider expansion of partnerships with the City of St. Cloud Police Department and the Neighborhood University Council on issues of diversity.

Responsible: President's Office

Timeline: December '02

B. Develop a regional analysis of SCSU's capacity in relation to Minnesota's workforce development needs, focusing on our contributions to the teaching profession, including ESL and IEC, health sciences, MBA, and Continuing Studies programs.

Responsible: AVP for Planning and Outreach

Timeline: March '03

C. Move Volunteer Link to full time director to enhance community outreach and service. Reinstate institutional dues to Minnesota Campus Compact and capitalize on the capacity of this organization to rebuild and expand connections between volunteer services, service learning, and community needs.

Responsible: VP, Student Life and Development

Timeline: Conduct emergency search and appoint individual by September 2002. Establish management structure for position to determine ongoing program needs in order to conduct national search in FY 2002-03. Authorize funding for MCC by December 2002.



D. Build upon the work begun in FY 02 with the St. Cloud Community Advisory Council convened in June 2002, through quarterly meetings that will result in a service delivery plan for the St. Cloud area.

Responsible: Director, University Relations

Timeline: June '03

E. Produce a white paper on community needs for educational programs in the Health Sciences.

Responsible: AVP for Planning and Outreach

Timeline: March '03

F. Expand service to employers in the community through corporate and industrial programming, the Small Business Development Center, Center for Economic Development, and the Harold Anderson Entrepreneurial Center.

Responsible: Dean, College of Business, Dean College of Social Sciences and Dean, Continuing Studies

Timeline: June '03

G. Continue to provide Geographic Information Systems (GIS) services to local and regional communities through the work of the Spatial Analysis Research Center.

Responsible: Dean, College of Social Sciences

Timeline: Ongoing

H. Continue membership in Chamber of Commerce Executive Dialogue Group.

Responsible: President

Timeline: Ongoing

References for Goal 5:

- 1) MnSCU Objective 1.2.1—Colleges and universities will develop strong recruitment/community service outreach programs.*
- 2) MnSCU Goal 3.1 – Contribute to Vital Communities – The Minnesota State Colleges and Universities will work with local communities to help them develop, maintain and enhance their vitality.*
- 3) MnSCU Objective 3.2.2—Colleges and universities, with assistance from the Office of the Chancellor, will use the research from Objective 3.2.1 and other data to develop regional analyses of system capacities in relation to Minnesota's workforce development needs.*
- 4) MnSCU Objective 3.3.2—Colleges and universities, with assistance from the Office of the Chancellor, will implement specific strategies with local and regional organizations and agencies to leverage the strengths of each partner in addressing the unique workforce and economic development needs of the region.*



5) SCSU Strategic Plan Draft 4/06/02, Section 3.03

MnSCU Action Step Four: Fully Integrate the System: Minnesota State Colleges and Universities will improve their efficiency and effectiveness to become a more fully coordinated and integrated system.

SCSU Goal 6: Build a more collaborative relationship between St. Cloud State University and Minnesota State Colleges and Universities system to achieve our common goal of leadership in Minnesota higher education.

6.A. Improve relationships and cooperation with sister MnSCU institutions in Central Minnesota through new partnerships and regional collaboration strategies such as the Central Minnesota Alliance, to improve intrasystem response to regional concerns and opportunities. Communities served by these institutions include Alexandria, Brainerd, Hutchinson, Willmar, Fergus Falls, Anoka and Pine City, among others.

Responsible: President's Office

Timeline: Ongoing

6.B. Visit with central Minnesota legislators quarterly, promoting Chancellor's/MnSCU's message.

Responsible: President/Director University Relations

Timeline: Ongoing

6.C. Host MnSCU's annual Diversity Conference, scheduled for April 4, 2003.

Responsible: Dir, Communications and Marketing

Timeline: April '03



6. D. Leadership Interactions:

a. Contribute to the overall MnSCU system by chairing the Advancement Committee of the Board of Trustees.

Responsible: President

Timeline: Ongoing, FY '03

b. Invite key leaders/senior staff in the Office of the Chancellor to visit SCSU and meet with President's Council.

Responsible: President's Office

Timeline: Completed by May '03

c. Senior officers will participate in MnSCU committees and task forces as often as possible.

Responsible: President's Office

Timeline: Ongoing

6.E. Standardize internal channels and articulate operating procedures for obtaining services between SCSU and MnSCU system offices to ensure consistency, coordination, and accountability.

Responsible: President's Office

Timeline: January '03

6. F. Transfer and Articulation

a. Continue to evaluate current SCSU Transfer Program to maintain compliance with the MN Transfer Curriculum

Responsible: AVP for Academic Affairs

Timeline: May '03

b. Study impact of transfer programs upon General Education offerings.

Responsible: Enrollment Management and deans

Timeline: March '03

c. Continue to pursue articulation agreements with select MnSCU institutions

Responsible: AVP for Academic Affairs

Timeline: May '03

c. Design a method of evaluating effectiveness of SCSU Success Team in easing transfer to SCSU.

Responsible: Career Services/Enrollment Management

Timeline: May '03

Reference for Goal 6:

MnSCU Objective 3.3.1—Colleges and universities, with assistance from the Office of the Chancellor, will develop and implement regional collaboration strategies among each other to improve intrasystem response to regional concerns and opportunities



SCSU Goal 7: Technology: St. Cloud State University will provide appropriate technologies, including discipline-specific technologies that support teaching and learning.

7.A. Upgrade technology infrastructure according to TLTR committee plan:

- a. Work with MnSCU to increase SCSU bandwidth
- b. Develop additional administrative applications for Web delivery of information
- c. Develop a plan to improve phone services
- d. Roll out new web environment
- e. Upgrade regional ITV network
- f. Implement remote management of desktop computers
- g. Prepare for a roaming profiles implementation

Responsible: Dean, Learning Resources & Technology Services

Timeline: June '03

7. B. Increase the number of technology-enhanced courses and the availability of distributed learning courses.

- a. Expand technology training for faculty, staff, and students by creating 16 new courses

Responsible: Dean, Continuing Studies and Dean, Learning Resources & Technology Services

Timeline: May '03

7.C. Continue involvement in Minnesota Digital Library

- a. Expand electronic delivery of materials and library services
- b. Serve as a beta-test site for the MnSCU migration from PALS to ExLibris

Responsible: Dean, Learning Resources & Technology Services

Timeline: May '03

References for Goal 7:

- 1) *MnSCU Goal 2.4 - Expand Technology Enhanced Learning Options – The Minnesota State Colleges and Universities will provide students with improved technology to eliminate barriers to e-learning access.*
- 2) *SCSU Strategic Plan Draft 4/06/02, Section 3.04*

