St. Cloud State University
Strategic Action Plan
Recommended for adoption by SCSU Strategic Planning Committee: June 28, 2012
Final Approved: September 25, 2012

Mission: We prepare our students for life, work and citizenship in the twenty-first century.

Vision: Through active discovery, applied knowledge and creative interaction, we positively transform our students and the communities where they live and work.

Our vision defined: St. Cloud State University makes a positive, long-term impact on the lives of our students. We provide rigorous and relevant academic experiences with engaged, active learning opportunities in an intellectually vibrant, inclusive and diverse campus community. Our graduates are well-prepared to act as responsible global citizens and professionals who remain actively connected with our university.

Learning Commitments:
- Active and applied learning
- Community engagement
- Sustainability
- Global and cultural understanding

Strategic Theme 1:
Integrated student experience: Create an integrated learning experience that offers our students the opportunity to learn what they will need to know and be able to do to be successful after they graduate.

Strategic Objectives:
- Develop systems and structures to support students as they move through their SCSU education
- Develop institutional outcomes that align with SCSU’s learning commitments and create systems and structures to support student learning and success
- Develop meaningful links between student curricular and co-curricular experiences
- Develop institutes and centers to support programmatic innovation, research and outreach that aligns with our strategic priorities and learning commitments
- Design recruitment and support strategies for underrepresented and at-risk students that support their academic and personal success
- Improve transfer processes and transfer student success
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Integrated Student Experience

Key Performance Measures:
- Graduation Rate (NEF, NET, NEG)
- 1st-year Retention Rate (NEF, NET, NEG)
- Excellent educational experience (seniors)
- Definitely enroll again (seniors)
- Excellent advising quality (seniors)
- Institutional outcomes measures (TBD)
Strategic Theme 2: 
Rigorous and relevant programs that include applied learning opportunities: Develop and support high quality academic programs that enhance the competitiveness of our region and prepare our students to apply their knowledge in any environment.

Strategic Objectives:
- Build interdisciplinary undergraduate and graduate programs that are responsive to changing student, state and workforce needs
- Develop on-line programs and courses and innovate delivery strategies that serve the needs of our students and the market
- Develop strategic programmatic identity for our reorganized colleges and schools
- Develop systems and structures to support basic and applied research, scholarship and creative expression for faculty and students
- Create systems and structures to support faculty in interdisciplinary program development, teaching and research
- Expand applied learning opportunities for our students
- Expand Science, Technology, Engineering & Mathematics (STEM) initiatives that strengthen basic and applied science programs and science education
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Rigorous and Relevant Programs that include Applied Learning Opportunities

Key Performance Measures:
- Collegiate Learning Assessment (seniors)
- Institutional outcomes performance (TBD)
- Licensure exam pass rates*
- % STEM degrees
- Related employment of graduates*
- Online credit generation*
- Undergraduate to graduate degree ratio
- Completed practicum, internship, field experience (seniors)
- Total grants and contracts received
- % primary investigators (TBD)
- Completed research w/faculty (seniors)

Strategic Theme 3: 
Community Engagement: Preserve and build upon the strong bonds with our surrounding community to support the needs of our region and provide opportunities for students to put learning into practice.

Strategic Objectives:
- Expand and develop community partnerships to identify and address community priorities that align with SCSU’s strengths and capacity
- Expand and strengthen pre-K-16 partnerships to improve student preparedness and teacher education
- Create infrastructure to track and enhance community engagement
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Community Engagement.
Key Performance Measures:
- Completed community service or volunteer (seniors)
- Community impact (TBD)
- External engagement by organizational type and depth of involvement (TBD)

Strategic Theme 4: Vibrant, involved and diverse campus: Cultivate a growing multicultural and engaged campus that prepares our students and employees to face the challenges of living and working in a larger global community.

Strategic Objectives:
- Recruit, develop and retain a high-quality, diverse work force
- Expand and institutionalize our international activities and partnerships to provide global learning opportunities for students, faculty and staff
- Embed internationalization across the curriculum and in every discipline
- Develop and promote opportunities to enhance student and employee involvement within the campus community
- Enhance our campus and community climate through anti-racism educational programming and pedagogy across the curriculum
- Create and enhance opportunities for students and employees to competently engage with diverse communities and points of view
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Vibrant, Involved and Diverse Campus Community

Key Performance Measures:
- % minority students
- Minority student graduation rate
- Minority student graduation gap
- % international students
- % minority instructional faculty
- Institution very much encourages contact w/students from diverse backgrounds (seniors)
- Very often have serious conversations with students from diverse backgrounds (seniors)
- Completed study abroad (seniors)
- Student clubs, events and other campus activities participation rate (TBD)
- Student employment on campus (TBD)
- Employee diversity (TBD)

Strategic Theme 5: Environmental, organizational and social sustainability: Develop programs and services that reduce SCSU’s impact on the environment, are sustainable in their operations and educate our students to become responsible stewards of our resources, communities and world.

Strategic Objectives:
- Continue University-wide work groups on sustainability(academic and operational) to complete a university-wide definition of sustainability and guide strategic efforts
- Develop and expand programs to engage employees and students as active, involved citizens in our campus and communities
- Develop student programs, both academic and co-curricular, and services with a focus on environmental and social sustainability
- Operate campus with a focus on sustainability
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Sustainable Programs & Operations

**Key Performance Measures:**
- TBD based on planning outcomes

**Strategic Theme 6:**

**Institutional capacity for excellence and innovation:** Create organizational systems and structures to improve SCSU’s capacity to deliver on its mission, vision and strategic priorities

**Strategic Objectives:**
- Develop a long-term plan for financial sustainability
- Design mechanisms for tracking implementation of SCSU’s Strategic Action Plan and link to resource allocation and accountability
- Leverage technology to enhance student access, learning and service and organizational efficiency and effectiveness
- Create facilities and spaces designed to house current and future programs
- Diversify resource base and expand private giving to support student achievement and success and university priorities
- Boost internal and external support for the university through strategic communications efforts
- Improve operating efficiencies through resource management, process improvement and system collaboration
- Increase collaboration with MnSCU institutions and system office to improve service, efficiency and effectiveness

**Key Performance Measures:**
- Faculty members are available, helpful, sympathetic (seniors)
- Administrative personnel and offices are available, helpful sympathetic (seniors)
- NEF admission yield rate*
- Reserve as % of General Operating Revenue
- Alumni giving rate
- Private fundraising
- FYE enrollment actual vs. projections
- Composite Financial Index*
- Facilities Condition Index*
- Technology transfer results (e.g., revenue from intellectual property) (TBD)
- Employee satisfaction (TBD)
- Resource distribution by IPEDS category (TBD)

* Note: Performance measures with an asterisk (*) are measures tracked and reported by external agencies, including MnSCU, VSA, Open Doors and IPEDS.