

**St. Cloud State University**  
**FY 2010 Work Plan**  
*Draft: Oct. 5, 2009*

***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
<b>Develop on-line and flexible learning programs to meet student needs and market opportunities</b> <i>[Corresponding MnSCU Goal: Increase percentage of system credits provided through online and blended courses to 25% by 2015.]</i>				
		Create SCSU Online Council and complete strategic vision and implementation plan for SCSU's on-line efforts, with clear links to university's technology plan	Burgeson Foss	
<b>Develop an integrated student experience that provides support from application to post-graduation</b> <i>[Corresponding MnSCU Goal: Improve persistence and completion rate for underrepresented students; Increase in number of dislocated workers served over prior fiscal year.]</i>				
		Create Integrated Student Experience (ISE) task force and develop vision and conceptual framework that will guide implementation planning	Malhotra Overland Foss	
		Identify activities from the Foundations of Excellence report that link to ISE framework for implementation in FY10	Malhotra Overland	
		Implement Veterans Task Force report recommendations	Overland	
		Implement Dislocated Workers Task Force recommendations	Malhotra Overland	
		Develop Residential Living Plan	Overland	
		Develop framework of living/learning criteria	Overland	
		Execute initial phases of long range plan	Overland Ludwig	1/10
		Implement operation and marketing plan for 5 <sup>th</sup> Live residence	Ludwig Overland	
		Implement a means to systematically track services and academic progress of special student populations	Malhotra	

	Overland Ludwig Deans Foss	
Create an academic appeals service and process improvement plan (Lean)	Academic Affairs Olagunju Foss	
Develop task force to create a university-wide career integration plan	Overland Deans	
<b>Embrace and foster diversity</b>		
Develop Diversity Plan	Diversity Task Force	5/10
Implement recruitment and retention initiatives funded through Access, Opportunity, and Success Initiative	Malhotra Overland	
Complete climate survey	AAO/Foss	
<b>Instill a commitment to quality student service throughout the university</b>		
Develop plan to expand software programming related to CRM	Saffari Ludwig	
Develop student service plan as part of Integrated Student Experience planning	Malhotra Overland Foss	

## Character that reflects our region

Strategic Objective	Initiative	Action Item	Responsibility	Timeline
<b>Institutionalize our commitment to civic and community engagement</b>				
		Complete strategic vision and implementation plan for Community Engagement efforts	Overland Deans Foss	
		Begin process of Carnegie Classification for Civic Engagement application	Overland Malhotra Foss	
		Expand service learning opportunities for students	Overland Deans	
		Improve the quality and coordination of internship opportunities for students	Overland Deans	

	Develop programs to link community engagement to the curriculum, such as Microloan program	Lawson	
<b>Develop and strengthen preK-16 partnerships</b>			
	Improve P-12 partnerships with a joint focus on teacher effectiveness and student achievement as part of the Bush Initiative	Palm DeGroote Deans	
	Increase the number of teachers in areas of high need in MN –SPED, and ELL with new recruiting strategies	Palm	
	Assess and expand partnerships with strategic community and technical college partners	Malhotra Deans	
<b>Expand Science, Technology, Engineering &amp; Mathematics (STEM) Initiatives</b> <i>[Corresponding MnSCU Goal: Increase the percentage of students enrolled in college level STEM courses by 2011; Increase the number of secondary teachers prepared for licensure in math and science by 2011.]</i>			
	Develop working group to increase participation in STEM teaching and non-teaching degree programs	DeGroote Palm	
<b>Develop and focus strength on building healthy communities</b>			
	Participate in Healthy Campus 2020 initiative	Overland Chambers	
	Develop community coalition with broad stakeholders to create environmental management plan for prevention of high risk alcohol use (DOE grant)	Overland	

## Education that drives knowledge into action

Strategic Objective	Initiative	Action Item	Responsibility	Timeline
<b>Provide a high quality, integrated learning experience for our students</b>				
		Develop Institutional Learning Outcomes as part of Integrated Student Experience initiative	Malhotra Overland Foss	
		Complete General Education revision in connection with Integrated Student Experience planning	Malhotra	
<b>Create and foster a community of scholars</b>				
		Develop a University Research and Scholarship Council (URSC) and define its charge clearly (CS1-1)	Gregory	
		Analyze business and institutional processes for potential barriers to scholarship activities (CS1-3)		
		Utilize LEAN process to evaluate and indentify discontinuities in the pre- and post-award process.	Gregory	

Develop mentoring networks and programs for new and mid-career faculty, for faculty who want to increase scholarship activity, and for faculty at a professional crossroads (CS5-1)		
Develop training experiences for faculty and staff interested in seeking support for scholarly activity.	Gregory	
Develop post-award training experiences for office managers and grant recipients (PIs).	Gregory	
Develop a strategic plan for the development of scholarly activities and grants related to the CAE	Lawson DeGroot	
CS4-10: Investigate digital archiving of masters theses and doctoral dissertations (CS4-10)	Tornquist Nunes Gregory	
<b>Live into our global commitment</b>		
Complete strategic vision and implementation plan for SCSU's international efforts	Radwan Foss	12/09
Facilitate the expansion of the MN International Trade Center to St. Cloud.	Lawson	

## A portfolio of distinctive programs

Strategic Objective	Initiative	Action Item	Responsibility	Timeline
<b>Create culture and environment for program investment and new program development</b>				
		Implement Strategic Program Appraisal process	Malhotra Foss	3/10
		Develop integrated planning and budgeting model and process	Malhotra Ludwig Overland Wruck Foss	
		Implement New Initiative Development process	Malhotra Foss	11/09
		Review indirect cost structure	Ludwig	
<b>Expand graduate education opportunities that fit student and market demand</b>				
		Create plan for future graduate programs with timelines for development and approval	Malhotra Nunes Deans Foss	

	Develop allowed applied doctorates that align with strategic focus	Deans	
	Create strategy and plan for graduate program development in the Twin Cities/Maple Grove	Malhotra Nunes Deans Ludwig Foss	
<b>Build interdisciplinary programs and collaborations with clear research and service connection</b>			
	Encourage and foster interdisciplinary centers of scholarship and service in support of strategic institutional and community needs (CS2-2)	Gregory	
	Identify currently active interdisciplinary centers of scholarship and service and define areas of support	Gregory	
	Identify potential collaborations between individual active research programs	Gregory	
	Explore development of American Indian Institute	Harrold	
	Establish the Research Group/Center for Research on Immigrant Workers in Minnesota	Harrold	
<b>Create a School of Health Sciences within the College of Science &amp; Engineering</b>			
	Develop strategy and plan	DeGroote Foss	
<b>Create an integrated vision for the Social Sciences</b>			
	Create a planning document reflecting an integrated vision for COSS	Harrold Foss	
<b>Develop an integrated vision for the creative and performing arts</b>			
	Create a planning document reflecting vision/identities for creative and performing arts and the humanities	DeVriese	
<b>Develop sustainability programs</b> <i>[Corresponding MnSCU goal: Energy Conservation: Efforts to advance campus sustainability and preliminary benchmarking of energy consumption.]</i>			
	Develop implementation strategies from Sustainability curriculum task force	Malhotra DeGroote Deans	
	Articulate current campus practices and develop recommendations for the future	Ludwig	5/10
	Develop "Annex 49" energy conservation program w/Excel Energy	Ludwig	1/10
	Benchmark current energy use	Ludwig	9/09

<b>Develop strategic plan for SCSU Athletics</b>			
	Complete development of athletics strategic plan and begin implementation	Kurtz Foss	

## Institutional capacity for excellence and innovation

Strategic Objective	Initiative	Action Item	Responsibility	Timeline
<b>Recruit, develop and retain a high-quality workforce</b>				
		Create a comprehensive staff development plan for implementation Fall 2010	Chambers	9/10
		Develop and implement a new employee orientation program	Chambers	Spring 2010
		Create Student Workers Unit to support their HR needs/Strengthen student employment experience and opportunities	Chambers Overland	Spring 2011
		Develop change management and leadership development program for interested campus staff (directors and administrators)	Malhotra Lawson Foss	
		Develop new faculty orientation program	Malhotra	
<b>Develop planning, assessment and evaluation, and data infrastructures to support continuous improvement</b> <i>[Corresponding MnSCU Goal: Organizational Change - Resource Management: Increase efforts to address fiscal conditions including shared services and other collaborations, internal efficiency strategies, and other innovative solutions; Organizational Change - Continuous Improvement: Improvement to programs, services, and learning outcomes (e.g. advancement of Students First initiative.)]</i>				
		Fully develop Strategic Analytics & Management System (SAMS) to improve access to and quality of data	Foss	
		Develop dynamic Department Profiles for department annual planning use	Foss	3/10
		Complete SAMS custom portal functionality	Foss	11/09
		Complete dynamic reporting and analysis capabilities for: enrollment, course management, budget, retention, and at-risk students	Foss	6/10
		Expand SAMS access to SPC, department chairs, and directors	Foss	6/10

	Investigate implementation of Digital Measures or similar technology to track scholarship and service data	Foss Deans Gregory	
Implement annual planning process			
	Develop and implement planning technology, document management and data analysis support for campus units	Foss	12/10
Implement process and service redesign/improvement plan (Lean)			
	Recruit and train internal Lean facilitation team	Foss	
	Develop tracking and reporting system for Lean project action items	Foss	
	Complete 10 process redesign events, including graduate student application re-design	Foss Nunes PC AAC	6/10
	Analyze Lean process to embed anti-racist methods	Leigh Foss	
Develop policy review framework and structure		Siminoe	
Develop institutional research plan to ensure institutional measures and outcomes data are regularly and accurately tracked and reported		Foss	
	Participate in Delaware Study	Malhotra Deans Foss	
	Develop and implement 1 <sup>st</sup> year student experience survey	Foss	
	Develop and implement method to measure community impact and engagement	Foss	
<b>Implement vision of the comprehensive technology plan</b>			
	Complete strategic visioning plan for technology	Tornquist	
<b>Create the space we need to house current and future programs</b>			
	Advance capital budget request	Ludwig Omann	6/10
	Complete Comprehensive Facilities Plan	Ludwig	12/09
	Complete planning for the National Hockey and Event Center expansion		

	Complete schematic design	Ludwig	9/09
	Complete design development	Ludwig	12/09
	Complete construction documents	Ludwig	6/10
	Complete planning for ISELF	Ludwig DeGroote	
	Complete 5 <sup>th</sup> Avenue project	Ludwig	
	Plan grand opening event	Overland Boone	
	Complete Riverview renovation	Ludwig	9/09
	Complete Brown Hall renovation	Ludwig	1/10
<b>Develop ability to project enrollment and student demand and model staffing levels</b>			
	Develop a comprehensive enrollment management plan	Malhotra Saffari Nunes Radwan Burgeson	
	Improve enrollment analysis capability	Saffari Foss	
	Develop ability to analyze current staffing and develop models	Chambers	
<b>Develop unit-based priorities for private support leading to a comprehensive fundraising campaign</b>			
	As an interim measure develop effective case statements for philanthropic support for each collegiate unit while launching an initiative	Wruck	6/10
	Create integrated communication and marketing strategies focused on alumni and constituents for each collegiate unit.	Wruck	6/10
	Execute the leadership and major gifts phases of fundraising for the NHEC, securing at least 75% of the philanthropic support required for the project before the end of FY 2010 and make preparations for the launch of the endorsement phases of fundraising	Wruck	Complete before the end of FY 2011.
	Conduct an assessment of Foundation and Association processes and determine the highest priority areas for improvement.	Wruck	
<b>Strengthen our approach to alumni relations</b>			
	Develop a program to increase sustainable alumni engagement in the University and provide meaningful opportunities for alumni and constituent volunteerism and involvement and create a volunteer structure and staffing model to achieve these outcomes.	Wruck	



Enhance the reputation of our University through strategic branding and positioning efforts		
Create Community Impact Statement	Boone Foss	
Implement phased improvements in signage	Ludwig	
Develop comprehensive sign standards	Ludwig Boone	1/10
Develop banner agreement w/City on Hwy 23 and 5 <sup>th</sup> Avenue	Ludwig Boone	9/09