SCSU FY14 Institutional Work Plan

Strategic Theme 1: Integrated student experience

Strategic Objective	Initiative	Impacted Outcomes
1.1: Develop systems and structures to support students as they move through their SCSU education	***1.1a:*** Develop an integrated approach to tutoring	• 1st Year Retention Rate
	1.1b: Assess and expand (if appropriate) NEF financial aid scholarship program	• 6-year Graduation Rate
	1.1c: Develop supplemental instruction programs for Liberal Education courses with high levels of DFWs	• Excellent Advising Quality
	1.1d: Identify gateway courses that are critical to student progress and pilot approaches to improve student learning and successful completion	• NEF Yield Rate
	1.1e: Engage in a university-wide initiative to improve student advising	
	1.1f: Implement additional redesign elements for new student orientation (adding a day for fall orientation; creating a strategy for commuter students; developing a strategy for students who have stopped out for 3+ years and then return to campus)	
1.2: Develop institutional outcomes that align with SCSU's learning commitments and create systems and structures to support student learning and success	***1.2a:*** Implement Year One of the HLC Quality Initiative	• Excellent education experience
	1.2b: Implement Tk20 software, including infrastructure for collecting and reporting data for SCSU's HLC Quality Initiative	• Definitely enroll again
	1.2c: Participate in the Multi-State Collaborative on Outcomes Assessment	• Learning outcomes (TBD)
1.3: Develop meaningful links between student curricular and co-curricular experiences	***1.3a:*** Complete strategic planning for Athletics	• Completed community serve or volunteer
1.4: Develop institutes and centers to support programmatic innovation, research and outreach that aligns with our strategic priorities and learning commitments	***1.4a:*** Develop policy for identifying, developing and funding institutes and centers	•
1.5 Design recruitment and support strategies for underrepresented and at-risk students that support their academic and personal success	***1.5a:*** Convene Student of Color Recruitment and Retention Committee	• % minority students • Minority student graduation gap
	1.5b: Continuation of MAP-Works to: • Identify areas to focus future intervention strategies i.e. non-resident students, students with financial need, students who aren't interested in on-campus	

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	activities • Create a social messaging campaign around study habits • Create stronger partnerships with teaching faculty and major advisors	
	1.5c: Expand programs to support underrepresented students, including Dare to Dream, Engage Initiative, and Power in Diversity	
	1.5d: Continue Center for Access and Opportunity with School District 742 to address academic preparation and college readiness of underserved populations in the local community	
1.6: **Improve transfer processes and transfer student success**	*1.6a:* Expand partnerships with strategic community and technical colleges	• Transfer Retention Rate • Transfer Graduation Rate
	1.6b: Explore the development of a data sharing collaborative among SCSU and top transfer institutions	
	1.6c: Redesign Transfer Student recruitment and transition strategies	
	1.6d: Develop approach to Prior Learning Assessment, including MOOCs and other alternative forms of learning	
	1.6e: Pilot a faculty mentoring program, in which CCC faculty will be assigned to a small group of students to monitor/ support them in their overall progress in the program.	

Strategic Theme 2: Rigorous and relevant programs that include applied learning opportunities

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
2.1 Build interdisciplinary undergraduate and graduate programs that are responsive to changing student, state and workforce needs	*2.1a:* Create university-level strategic plan for graduate studies	Hughes	• Licensure Exam Pass Rate • Undergraduate to Graduate degree ratio • Related Employment Rate • Completed practicum, internship, field experience or clinical
	2.1b: Conduct a second round of competitive grants to fund Extraordinary Education action projects	Malhotra	
	2.1c: Embed High Impact Educational Practices (AAC&U) in all academic programs	Malhotra	
	2.1d: Develop Master in Public Administration/Master in Public Affairs degree(s)	Bodvarsson	
2.2: Develop on-line programs and courses and innovative delivery	*2.2a:* Develop professional development program for faculty who teach or are interested in teaching online	Burgeson/Deans	• Online course

strategies that serve the needs of students and the market	***2.2b:*** Pursue the creation of hybrid/online general business and degree in the metro area in collaboration with partner MnSCU universities	Lawson	enrollment • Online degree ratio
2.3: **Develop strategic programmatic identity for our reorganized colleges and schools**	***2.3a:*** Implement branding strategy for colleges and schools	Boone	
2.4: **Develop systems and structures to support basic and applied research, scholarship and creative expression for faculty and students**	***2.4a:*** Create Center for Research and Statistical Consulting	Hughes	• Completed research w/faculty • Total grants and contracts • % Primary investigators
	2.4b: Develop college and school research and scholarship portfolios	Gregory	
	2.4c: Create COSE Center for Innovation and Research Center as part of ISELF	Gregory	
2.5: **Expand applied learning opportunities for students**	***2.5a:*** Develop consistent data collection and reporting method for experiential learning opportunities and activities	Foss	• Completed practicum, internship, field experience or clinical
2.6: **Create systems and structures to support faculty in interdisciplinary program development, teaching and research**	***2.6a:*** Organize School of Public Affairs Research Center	Bodvarsson	• Total grants and contracts
	2.6b: Explore the development of an inter-professional experiential learning clinic for majors in SHHS	Devers	
	2.6c: Develop approach to support, reward and incentivize interdisciplinary work	Malhotra/Foss	
2.7: **Expand Science, Technology, Engineering & Mathematics (STEM) initiatives to strengthen basic and applied science programs and science education**	***2.7a:*** Continue development of the Center for STEM Education	Malhotra	% STEM degrees awarded
	2.7b: Continue expansion of Science Express, science outreach and mobile lab program and resources	Gregory	
	2.7c: Begin first year of operation of the Integrated Science and Engineering Laboratory Facility (ISELF) to foster an interdisciplinary approach to teaching and research, expand opportunities to bring industry projects into the labs and provide students experiential learning opportunities	Gregory	
	2.7d: Develop a general engineering degree in collaboration with community college partners as part of the metro strategy	Gregory	

Strategic Theme 3: Community Engagement

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
3.1: Expand and develop community partnerships to identify and address community priorities that align with SCSU's strengths and capacity	**3.1a:** Continue engagement with Central MN Community Foundation and Initiative Foundation in addressing St. Cloud regional priorities	Potter	• Related Employment Rate
	3.1b: Continue engagement with Greater St. Cloud Development Corporation to implement an economic development strategy for central Minnesota	Potter	
	3.1c: Partner with SCTCC and the St. Cloud Economic Development Corporation to align career services with work force needs	Turkowski/Martinez-Saenz	
	3.1d: Partner with the Initiative Foundation to create a Talent Portal to serve as bridge between workforce needs and SCSU/SCTCC	Turkowski/Martinez-Saenz	
	3.1e: Develop initiative with Granite Equity Partners to create opportunities for research and student experiential learning opportunities	Potter/Gregory	
3.2: Expand and strengthen pre-K-16 partnerships to improve student preparedness and teacher education	**3.3a:** Continue implementation of Teacher Preparation Initiative	Alawiye	• MTLE pass rate • Number of qualified teachers (TPI)
	3.3b: Continue Center for Access and Opportunity with School District 742	Alawiye	
	3.3c: Create Confucius Institute	Alawiye/Johnson	
	3.3d: Engage in Partners for Student Success – a community project designed to improve student success by collectively impacting educational achievement, post-secondary and career readiness, and civic engagement of all children	Potter	
3.4: Create infrastructure to track and enhance community engagement and outreach	**3.4a:** Create Community Engagement Advisory Committee	Malhotra/Overland	• Completed community serve or volunteer
	3.4b: Expand engagement with American Democracy Project	Bodvarsson	
	3.4c: Develop Council for Outreach to support and coordinate outreach and experiential learning	Potter	

Strategic Theme 4: Vibrant, involved and diverse campus

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
4.1: Recruit, develop and retain a high-quality, diverse work force	**4.1a:** Redesign role and approach to human resource development and training	Schoenherr	• % minority faculty

	4.1b: Develop faculty orientation, development and recognition program	Schoenherr/Malhotra	• %minority employees
	4.1c: Implement Affirmative Action plan	Bartges	• Faculty members are available, helpful, sympathetic
	4.1d: Implement revised Article 20/22/25 guidelines	Malhotra/Deans	• Administrative personnel and offices are available, helpful, sympathetic
	4.1e: Implement redesigned faculty hiring and workload assignment process	Foss	
4.2 Expand and institutionalize international activities and partnerships to provide global learning opportunities for students, faculty and staff	4.2a: Create an effective governance structure for SCSU's international initiatives	Malhotra	• Completed study abroad
	4.2b: Create policy and form tool kit and clarify process, standards and conditions to propose international activities and partnerships	Radwan	• % International students
	4.2c: 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	
4.3: Embed internationalization across the curriculum and in every discipline			
4.3: Develop and promote opportunities to enhance student and employee involvement within the campus community	4.3a: Expand engagement opportunities through Celebrate St. Cloud State initiative	Overland	
4.4: Enhance our campus and community climate through anti-racism educational programming and pedagogy across the curriculum	4.4a: Complete climate survey	Bartges	• Institution very much encourages contact w/students from diverse backgrounds
	4.4b: Sustain and institutionalize anti-racism education efforts through CARE and the Multicultural Resource Center	Leigh	• Very often have serious conversations w/students of different race or ethnicity
4.5: Create and enhance	4.5a: Develop approach to workplace civility	Schoenherr	• Institution very much

opportunities for students and employees to competently engage with diverse communities and points of view	*4.5b:* Implement Diversity Advisory Council	Martinez-Saenz	• encourages contact w/students from diverse backgrounds • Very often have serious conversations w/students of different race or ethnicity

Strategic Theme 5: Environmental, Organizational and Social Sustainability

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
5.1: **Continue University-wide work groups on sustainability (academic and operational) to complete a university-wide definition of sustainability and guide strategic efforts**	*5.1a:* Convene a University-wide work group on sustainability to develop a university-wide definition of sustainability	Malhotra	
	5.1b: Develop implementation strategies from Sustainability curriculum task force	Malhotra	
5.2: **Develop and expand programs to engage employees and students as active, involved citizens in our campus and communities**			
5.3: **Develop student programs, both academic and co-curricular, and services with a focus on environmental and social sustainability**			
5.4: **Operate campus with a focus on sustainability**	*5.4a:* Implement Climate Action Plan created for President's Climate Commitment	VP Finance and Administration	• Climate neutrality goals

Strategic Theme 6: Institutional capacity for excellence and innovation

Strategic Objective	Initiative	Initiative Owner	Impacted Outcomes
6.1: **Develop a long-term plan for financial sustainability**	*6.1a:* Expand and enhance Enrollment Analytics and Financial Analytics to improve information for financial and enrollment planning	Jacobson-Schulte/Foss	• Composite Financial Index • Reserve as % of

			General Operating Revenue
6.2: Design mechanisms for tracking implementation of SCSU's Strategic Action Plan and link to resource allocation and accountability	**6.2a:** Develop governance structure for data definition, management, collection, storage and reporting	Foss	•
6.2: Leverage technology to enhance student access, learning and service and organizational efficiency and effectiveness	**6.2a:** Develop Technology Strategic Plan, governance and organization	May	
	6.2b: Conduct an assessment of current employee processes/forms/practices that could be made electronic to improve efficiency	Jacobson-Schulte/Schoenherr/Foss	
	6.2c: Complete Hobson's implementation to manage undergraduate, graduate and international admissions processes	Foss/May	
6.3: Create facilities plan and spaces designed to house current and future programs	**6.3a:** Design space reallocation plan to support reorganized colleges and schools	Malhotra	• Facilities Condition Index • Space Utilization
6.4: Diversify resource base and expand private giving to support student achievement and success and university priorities	**6.4a:** Complete fundraising for the National Hockey and Events Center	VP for Advancement	• Alumni giving rate • Private giving rate
	6.4b: Design and begin a Student Scholarship campaign to raise funds for student scholarship support	VP for Advancement	
6.5: Boost internal and external support for SCSU through strategic communication efforts	**6.5a:** Develop program to increase sustainable alumni engagement and provide meaningful opportunities for alumni and constituent volunteerism	VP for Advancement	• NEF/NET Yield Rate
	6.5b: Expand efforts related to International Alumni relations	VP for Advancement	
6.6 Improve operating efficiencies through resource management, process improvement and system collaboration	**6.6a:** Pursue Campus Service Cooperative initiatives as appropriate	Jacobson-Schulte	• Composite Financial Index • Reserve as % of General Operating Revenue
	6.6b: Complete the Joint Powers Agreement with the City of St. Cloud	Jacobson-Schulte	