

## Institutional Work Plan 2007-2008

The FY'08 work plan is organized around the strategic priorities and objectives identified through St. Cloud State University's strategic planning process and is designed to align with the strategic plan of the Minnesota State Colleges and Universities system. It contains new initiatives and activities the University will engage in during the 2007-2008 academic year in order to achieve its strategic vision of becoming a truly great university committed to transforming our students and our community. Some initiatives and activities will be completed this year, while others have a longer implementation timeframe and will continue in the 2008-2009 academic year. Significant planning work will be accomplished this year through the Academic Action Planning process. Initiatives selected from the work group recommendation reports for inclusion in the final Academic Action Plan will appear in the 2008-2009 work plan.

**Enhancing Excellence:** Provide a challenging, rich, global, and diverse curriculum and learning environment informed by active research and scholarship.

| Strategic Objective   | Initiative   | Activity   | Timeline   | Responsible Administrator for Activity    | Completed |                              |
|---|--|--|--|---|-----------|------------------------------|
| Enhance student learning, development, and academic performance | Enhance co-curricular programming                  | Student Experience Work Group recommendation report to President & Provost     | March 14   | Mills-Novoa<br>Gillilan<br>Gilbert        |           |                              |
|   | Develop Residential Living Plan                    | Market study to Overland and Ludwig  | May 15   | Pedersen                                  |           |                              |
|   |  | Assessment of residence hall facilities  | Aug 15   | Pedersen                                  |           |                              |
|   |  | Develop residential living plan  | Dec 15   | Pedersen                                  |           |                              |
|   | Create integrated First Year Experience strategy   | Student Experience Work Group recommendation report to President & Provost     | March 14   | Mills-Novoa<br>Gillilan<br>Gilbert        |           |                              |
|   | Complete General Education Model                   | Institutional Outcomes Work Group recommendation report to President & Provost | March 14   | Specht-Jarvis<br>Rundquist<br>Mills-Novoa |           |                              |
|   |  |  | General Education program revision status report | March 1                                   |           | Rubinstein<br>Hoff (faculty) |
|   |  |  | May 1  |   |           |                              |
|   | Expand service learning opportunities for students | Community Engagement & Service Learning Work Group                             | March 14   | Veeder<br>Overland                        |           |                              |

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|  |   | recommendation report to President & Provost   |                                    | B. Knutson-Kolodzne                       |  |
|  | Create a seamless student experience that integrates learning                 | Institutional Outcomes Work Group recommendation report to President & Provost             | March 14                           | Specht-Jarvis<br>Rundquist<br>Mills-Novoa |  |
|  |   | Student Experience Work Group recommendation report to President & Provost                 | March 14                           | Mills-Novoa<br>Gillilan<br>Gilbert        |  |
| <b>Balance quality and quantity of programs and services</b>                           | Develop overall sciences strategy   | Science Strategy Work Group to develop recommendation report to President & Provost        | March 14                           | DeGroote<br>Hoover                        |  |
|  | Identify programs with growth potential                                       | Academic Program Mix & Development Work Group recommendation report to President & Provost | March 14                           | Nunes<br>Rubinstein                       |  |
|  |   | College recommendation report to President & Provost                                       | March 24                           | Deans                                     |  |
|  | Identify new and interdisciplinary program opportunities                      | Academic Program Mix & Development Work Group recommendation report to President & Provost | March 14                           | Nunes<br>Rubinstein                       |  |
|  |   | College recommendation report to President & Provost                                       | March 24                           | Deans                                     |  |
|  | Increase graduate education opportunities that fit student and market demands | Academic Program Mix & Development Work Group recommendation report to President & Provost | March 14                           | Nunes<br>Rubinstein                       |  |
|  |   | College recommendation report to President & Provost                                       | March 24                           | Deans                                     |  |
|  | Develop applied doctorate long-term strategy                                  | Academic Program Mix & Development Work Group recommendation report to President & Provost | March 14                           | Nunes<br>Rubinstein                       |  |
| Identify programs and services to meet needs of current and future student populations | Student Experience Work Group recommendation report to President & Provost    | March 14   | Mills-Novoa<br>Gillilan<br>Gilbert |   |  |
| <b>Establish international program plans</b>   | Develop long term strategy for international education                        | International Priorities Work Group recommendation report to President & Provost           | March 14                           | Vos<br>Specht-Jarvis<br>Cogdill           |  |
| <b>Enhance research and promote</b>  | Develop long term strategy for research and                                   | Faculty Research Work Group  | March 14                           | Cogdill                                   |  |

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| faculty scholarship  | scholarship  | recommendation report to President & Provost  |          |                    |  |
| Increase and evaluate use of multiple delivery options for programs and services | Develop distance education/on-line strategy  | On-line, Distance, and Off-site Programming Work Group recommendation report to President & Provost | March 14 | Burgeson<br>Turner |  |
|  | Improve access to services for students, faculty and staff through multiple delivery options | On-line, Distance, and Off-site Programming Work Group recommendation report to President & Provost | March 14 | Burgeson<br>Turner |  |

**Expanding Opportunity:** Improve access, satisfaction, and success of all our students, especially those who are underrepresented or traditionally underserved by higher education.

| Strategic Objective  | Initiative  | Activity   | Timeline | Responsible Administrator for Activity       | Completed |
|--|---|--|----------|--|-----------|
| Support diversity at SCSU  | Develop diversity plan  | Develop process and timeline and convene planning group                      | TBD      | Moss   |           |
|  | Develop systems to better understand and respond to the unique learning and support needs of our underrepresented and diverse student populations | Student Experience Work Group recommendation report to President and Provost | March 14 | Mills-Novoa<br>Gillilan<br>Gilbert           |           |
| Promote and support student-centered service throughout the university | Explore integration of student business and academic services   | Student Experience Work Group recommendation report to President and Provost | March 14 | Mills-Novoa<br>Gillilan<br>Gilbert<br>Wagner |           |
|  |   | Develop integration plan and implementation strategy using Lean methods      | June 30  | Ludwig<br>Overland<br>Spitzer<br>Foss        |           |
|  | Create off-campus student support plan  | Student Experience Work Group recommendation report to President and Provost | March 14 | Mills-Novoa<br>Gillilan<br>Gilbert           |           |
|  | Develop non-traditional student support plan  | Student Experience Work Group recommendation report to President and Provost | March 14 | Mills-Novoa<br>Gillilan<br>Gilbert           |           |
|  | Develop strategy to improve advising at undergraduate and graduate levels   | Student Experience Work Group recommendation report to President             | March 14 | Mills-Novoa<br>Gillilan                      |           |

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|   |  | and Provost  |          | Gilbert          |  |
|   | Develop integrated plan for veterans   | Veterans Task Force report to VP Overland and President Potter                       | March 1  | Turkowski Eggers |  |
|   | <b>Develop family engagement plan</b>  | Complete research for plan development in FY09                                       | June 20  | Overland         |  |
| <b>Achieve appropriate and realistic enrollment goals</b> | Establish enrollment targets           |  |          |                  |  |
|   | Improve retention and graduation rates | Integrate recommendations of Student Experience and Academic Program Mix work groups | June 30  | Mills-Novoa      |  |
|   | Create enrollment projection models    | Develop model  | June 30  | Saffari          |  |
|   | Improve enrollment analysis capability | Develop enrollment analysis cube in University Data System                           | May 2009 | Foss             |  |

**Enriching Community:** Engage in partnerships that contribute to the well being and stability of the University and the Central Minnesota community.

| Objective  | Strategy  | Activity   | Timeline | Responsible Administrator for Activity | Completed |
|--|---|--|----------|--|-----------|
| <b>Expand and enhance relationships with external stakeholders</b> | Expand service learning, outreach, and community partnerships | Community Engagement & Service Learning Work Group recommendation report to President and Provost    | March 14 | Veeder Overland<br>B. Knutson-Kolodzne |           |
|  |   | Investigate Carnegie Foundation Community Engagement Classification and make recommendation for SCSU | April 24 | Foss<br>SPC                            |           |
|  | Define P-16 strategy  | P-16 Strategy Work Group recommendation report to President and Provost                              | March 14 | Steffens<br>Mills-Novoa                |           |
|  | Create community impact profile                               | Develop plan and timeline for data collection, analysis and reporting                                | Feb. 15  | Foss                                   |           |
|  | Implement phased improvements in signage                      | Develop process to complement  | June 30  | Ludwig                                 |           |

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|  |  | Facilities Master Plan |  |  |  |
| <b>Increase and appropriately manage support from external communities</b> | Improve alumni information/broaden prospect pool |                        |  | Rudnitski                              |  |
|  | Gain commitment to capital funding plan          |                        |  | Omann<br>Ludwig                        |  |
|  | Complete Centennial Hall funding                 |                        |  | Rudnitski<br>Kautzman                  |  |
|  | Develop Science Building strategy                |                        |  | Ludwig<br>DeGroote<br>Omann<br>Spitzer |  |

**Elevating Practice:** Innovate and continuously improve to provide our students with the best possible education and to meet future opportunities and challenges.

| Strategic Objective   | Strategy                                       | Activity  | Timeline | Responsible Administrator for Activity            | Completed |
|---|--|---|----------|---|-----------|
| <b>Ensure all individuals are safe and valued so they can be successful</b> | Improve 1B1 process                            | Final recommendation report to President  | May 2    | Moss<br>Chambers                                  |           |
| <b>Continuously improve through evaluation, assessment, and innovation</b>  | Implement University Assessment Plan           | Assessment Academy Project –<br>- Assessment Reporting Templates<br>- Peer Consultants project<br>- Assessment Toolkit creation | May 2008 | Rubinstein<br>Foss                                |           |
|   | Develop measurement & accountability framework | Integrated Planning & Budgeting Work Group recommendation report to President and Provost                                       | March 14 | Lawson<br>Ludwig<br>Foss<br>Tornquist<br>Overland |           |
|   |  | Review and make recommendation regarding use of Baldrige criteria for use as continuous improvement model                       | March 13 | Foss<br>SPC                                       |           |
|   |  | Recommend institutional performance measures and evaluate   | April 24 | Foss<br>SPC                                       |           |

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|   |   | adequacy of data for measures  |                                   |   |      |
|   | Develop framework to review and improve business practices  | Investigate use of Lean methodology as a framework for process improvement and redesign                          | April 1                           | Foss                                      |      |
|   |   | Identify practices/processes for redesign  | May 1                             | PC  |      |
|   | Develop University Learning Outcomes  | Institutional Outcomes Work Group recommendation report to President and Provost                                 | March 14                          | Specht-Jarvis<br>Rundquist<br>Mills-Novoa |      |
|   | Complete alignment of SCSU and board measures   | Establish web site for displaying and tracking performance variables   | March 21                          | Foss                                      |      |
|   | Disaster planning   | Revise Emergency Booklet   | ---                               | Ludwig<br>CIRT                            | Done |
|   |   | Review of Virginia Tech report   | Feb 5                             | Ludwig<br>CIRT                            |      |
| <b>Ensure hiring, promotion &amp; professional development processes support strategic objectives</b> | Improve hiring practices  | Staff Hiring and Development Work Group recommendation report  | March 14                          | Chambers<br>Burgeson                      |      |
|   | Develop faculty and staff recruitment strategy  | Staff Hiring and Development Work Group recommendation report  | March 14                          | Chambers<br>Burgeson                      |      |
|   | Improve faculty and staff development practices   | Faculty Development Work Group Recommendation report   | March 14                          | Rubinstein<br>Veeder                      |      |
| Staff Hiring and Development Work Group recommendation report   |   | March 14   | Chambers<br>Burgeson              |   |      |
| <b>Recognize and reward employee actions that promote strategic objectives</b>                        | Develop strategies to enhance recognition of faculty and staff service, especially related to assessment work | Faculty Development Work Group Recommendation report   | March 14                          | Rubinstein<br>Veeder                      |      |
|   |   | Staff Hiring and Development Work Group recommendation report  | March 14                          | Chambers<br>Burgeson                      |      |
|   | Review balance of teaching, scholarship, and research in tenure and promotion process                         | FA Administrative Task Force recommendation report   | May 9                             | Spitzer                                   |      |
|   | Utilize employment contract performance incentives to recognize advancement of strategic objectives           | Staff hiring and Development Work Group recommendation report  | March 14                          | Chambers<br>Burgeson                      |      |
| <b>Ensure use of and access to timely and accurate internal and external data and information</b>     | Develop data management system to improve access and quality of data  | University Data System implementation<br>-Faculty workload cube<br>-Assessment cube<br>-Enrollment analysis cube | May 2008<br>Dec. 2008<br>May 2009 | Foss<br>Tornquist<br>Ludwig               |      |
|   |   | Integrated Planning & Budgeting  | March 14                          | Lawson                                    |      |

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|  |   | Work Group recommendation report                                     |           | Ludwig<br>Foss<br>Tornquist<br>Overland           |  |
|  | Complete DARS implementation                                    |  | June 1    | Spitzer   |  |
| <b>Ensure human, physical, technological and financial resources are allocated to support strategic objectives</b> | Develop integrated planning and budgeting model                 | Integrated Planning & Budgeting Work Group recommendation report     | March 14  | Lawson<br>Ludwig<br>Foss<br>Tornquist<br>Overland |  |
|  | Develop carryover policies and procedures                       | Establish policy and communicate with campus                         | May 1     | Ludwig<br>Budget Advisory Committee               |  |
|  | Develop facilities master plan                                  | Conduct community visioning sessions                                 | April 30  | Ludwig  |  |
|  |   | Completed master plan  | Oct. 2009 | Ludwig  |  |
|  | Revise Technology Plan  | Revision completed   | Dec 2008  | Tornquist   |  |
|  | Implement peer benchmarking and performance measurement process | Implement VSA  | March 21  | Foss  |  |
|  |   | Establish web site for displaying and tracking performance variables | March 21  | Foss  |  |
|  |   | University Data System pilot project                                 | See prev. | Foss<br>Tornquist<br>Ludwig                       |  |
|  | Develop strategy to promote sustainability                      | Articulate current practices   | June 30   | Ludwig  |  |
| Assess sustainability declaration  |   | June 30  | Ludwig    |   |  |

### Other action items

|  | Initiative                                | Activity                        | Timeline | Responsible Administrator for Activity | Completed |
|--|---|---------------------------------|----------|--|-----------|
|  | Complete academic action planning process | Work group reports completed    | March 14 | Spitzer<br>Foss                        |           |
|  |   | Management retreat              | March 24 |  |           |
|  |   | Completed Academic Plan         | April 28 |  |           |
|  | Brand Herberger College of Business       | HCOB strategic planning process | Dec 2008 | Lawson                                 |           |
|  | Inauguration planning                     | Inauguration planning           | Oct 2008 | TBD                                    |           |

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