



BUILDING THE 21ST CENTURY ENGAGED UNIVERSITY



ST. CLOUD STATE UNIVERSITY STRATEGIC PLAN
2017-2022



ST. CLOUD STATE
UNIVERSITY

EDUCATION FOR LIFE.

ST. CLOUD STATE UNIVERSITY'S 2017-2022 STRATEGIC PLAN

St. Cloud State University is positioned to do its part in restoring public confidence in Minnesota's higher education institutions. Our Strategic Action Plan answers the call to become an entity more than it is today – more responsive to changes in the world, more oriented toward student success, more accountable to community partners and more engaged in the success of our state and its people.

Continuing our work together, we have crafted a new iteration of our original mission that was created nearly 150 years ago – to become *Minnesota's 21st Century Engaged University*.

The higher-education business model is fundamentally changing across the country. In Minnesota, limited public resources and diminished public confidence in return on investment have caused a substantial reduction in funding higher education, resulting in an increased reliance on tuition to fund operations. However, as demographics shift in the Upper Midwest, recruitment and retention of traditionally aged first-year students has become more competitive and expensive.

While trends in higher education endorse efforts of schools to offer innovative and dynamic options to meet the rising expectations of prospective students and stakeholders, the challenge becomes how to expediently meet these expectations with less support and fewer resources. Traditional models of delivery and historical practices are no longer sufficient to remain competitive.

The last five years of enrollment declines and the increasing expectations of our students and communities have created a sense of urgency to sharpen our focus and reimagine how we deliver on our mission in this changing environment. To that end, our 2017-2022 Strategic Action Plan repositions St. Cloud State University within the higher education marketplace – leveraging our strengths to expand our areas of excellence, increase our competitiveness, and maximize our potential.





To become Minnesota's
21st Century Engaged University.

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GUIDING PHILOSOPHY



ST. CLOUD STATE
UNIVERSITY

EDUCATION FOR LIFE.

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.



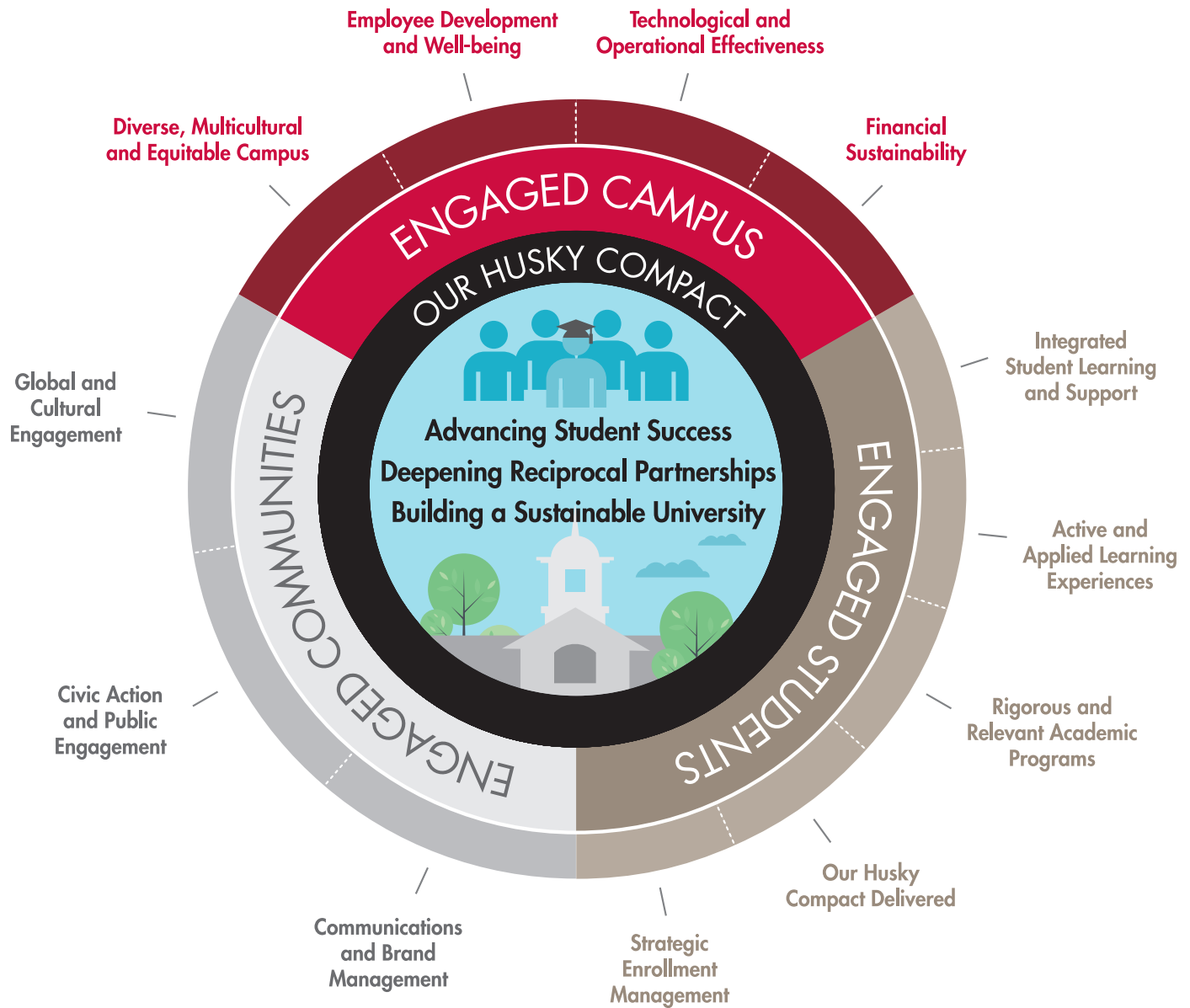
OURHUSKY
COMPACT

Our Husky Compact is the essential and cross-cutting attributes of a St. Cloud State University education that we value as a community. It is a commitment we make to our students and students make to their education that will set them apart and prepare them to be global citizens of the 21st century.

- Communicate effectively
- Engage as a member of a diverse and multicultural world
- Think creatively and critically
- Seek and apply knowledge
- Integrate existing and evolving technologies
- Act with personal integrity and civic responsibility

ST. CLOUD STATE UNIVERSITY'S STRATEGIC PLAN: BUILDING THE 21ST CENTURY ENGAGED UNIVERSITY

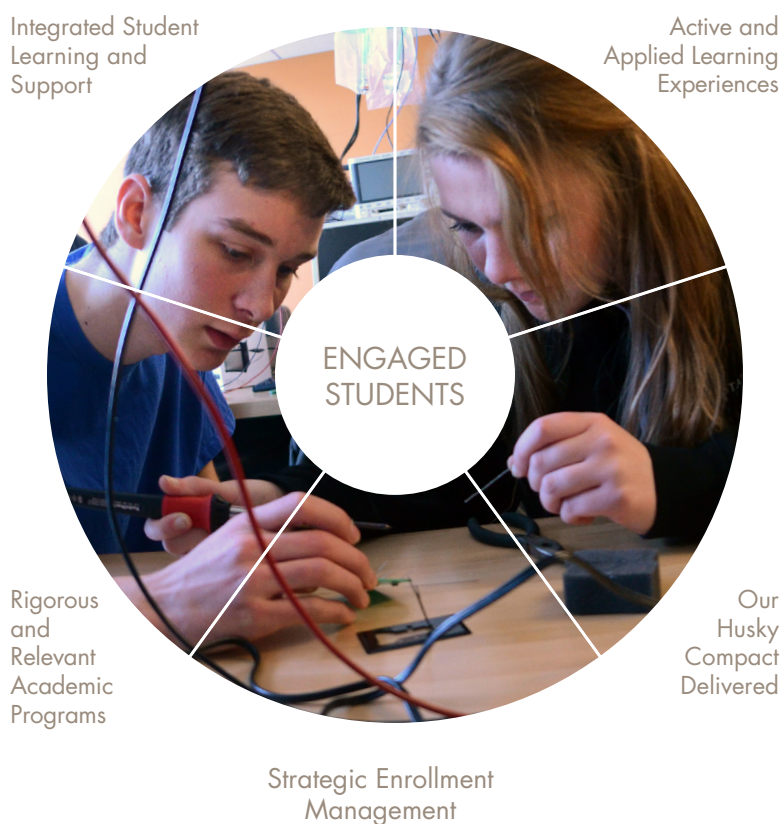
St. Cloud State University's Strategic Plan is designed to articulate what it means to be a 21st Century Engaged University and outline the strategic framework by which we will implement our plan.
For St. Cloud State University, engagement rests on the following three strategic goals.



Strategic Goals describe how we will achieve our Outcomes of *Advancing Student Success*, *Building a Sustainable University*, and *Deepening Reciprocal Partnerships*. Objectives describe in greater detail the actions we will take to implement our Strategic Goals. The Strategic Plan Framework will also serve as the template by which colleges, schools, and divisions will align their work and make resource decisions.

ENGAGED STUDENTS

Engaged student learning requires taking an active approach to delivering our educational programs and services that continually encourages our students to practice what they learn, integrating new knowledge and skills across a range of experiences. Our Husky Compact provides the framework upon which these learning experiences come to life. We will support our faculty in increasingly integrating high impact practices into learning experiences that directly engage students in active and applied learning environments. Engaged student learning also fosters the delivery of educational programs and support services that empower our students to grow and achieve their potential, positioning them for life-long success.



» OBJECTIVE 1.A:

Integrated Student Learning and Support:

Provide seamless support for undergraduate and graduate students as they move through their St. Cloud State University education and provide meaningful links between curricular and co-curricular experiences and advising

» OBJECTIVE 1.B:

Active and Applied Learning Experiences: Deliver active learning experiences to all students that puts classroom learning into practice

» OBJECTIVE 1.C:

Rigorous and Relevant Academic Programs:

Grow and maintain portfolio of academic programs that balance relevance and the timeless value of a liberal arts education and are responsive to changing student, state, and workforce needs across Minnesota, including applied graduate and professional education

» OBJECTIVE 1.D:

Our Husky Compact Delivered: Deliver a high-quality, integrated, and engaged educational experience through partnerships between students, faculty, staff, and the communities that will set St. Cloud State University students apart and prepare them to be global citizens of the 21st Century

» OBJECTIVE 1.E:

Strategic Enrollment Management: Grow St. Cloud State University's enrollment by responding more innovatively and quickly to the demands of students and employers and through the recruitment and support diverse student populations, transfer students, online students, veterans, and adult learners

ENGAGED CAMPUS

Creating an engaged campus requires creating an environment that is organizationally and financially healthy, supporting the success and wellbeing of all members of our campus community. It is a commitment to become an innovative learning organization in which we learn from and support each other. Together we strive to redefine learning, relevance, engagement, inclusion, and collaboration that addresses the challenges of higher education in the 21st century and supports the diverse array of students we have the privilege to serve. As a community, we will regularly celebrate the best of what we do and hold each other accountable for the success of all our students.

Diverse, Multicultural
and Equitable
Campus

Employee
Development
and
Well-being



Technological
and Operational
Effectiveness

Financial
Stability

» OBJECTIVE 2.A:

Diverse, Multicultural, and Equitable Campus:

Cultivate a growing multicultural and engaged campus that prepares our students and employees to live and work in a larger global community

» OBJECTIVE 2.B:

Employee Development and Well-being: Recruit, develop, and retain a high-quality, diverse, and engaged work force

» OBJECTIVE 2.C:

Technological and Operational Effectiveness:

Improve operating effectiveness and student learning through process improvement, system collaboration, technological innovation, and a focus on environmental sustainability

» OBJECTIVE 2.D:

Financial Sustainability: Develop and implement a financially sustainable business model and expand external funding and private support that allows the institution to elevate and advance people and programs with the tools and resources that transform the student experience

ENGAGED COMMUNITIES

Engaging with our local and global communities requires a commitment to positive, reciprocal relationships that place our partners at the center of our academic, social, and cultural efforts, positioning St. Cloud State University as an essential resource to continue their ongoing success. Engaged communities involve building sustained, rich partnerships that are relevant and responsive to community needs. By extending our learning environment through a global network of strategic partners and institutions, we provide our students with international learning experiences and bring the world into the classrooms at St. Cloud State University. Students benefit most from community engagement when they have access to active and applied learning experiences critical to their education—developing their own paths toward becoming engaged, active citizens throughout their lives.

Civic Action
and Public
Engagement

Global and
Cultural
Engagement



Communications and
Brand Management

» **OBJECTIVE 3.A:**

Civic Action and Public Engagement: Preserve and build upon the strong bonds with our local and global communities, support the needs of our region, and provide opportunities for students to put learning into practice through programmatic innovation, research, creative activity, and community engagement

» **OBJECTIVE 3.B:**

Global and Cultural Engagement: Prepare our students to participate in a world community through a culturally inclusive and internationalized curriculum, education abroad opportunities, and strong multicultural and international communities on campus

» **OBJECTIVE 3.C:**

Communications and Brand Management: Reposition our institution among prospective students and key constituents and boost internal and external support for the university through strategic communications efforts

OUTCOMES

Driving our Strategic Plan are three outcomes that we must achieve if we are to successfully deliver on our mission, vision, and Our Husky Compact. These outcomes represent our long-term planning horizon and provide key measures by which we will hold ourselves accountable for success. They represent the commitment we are making to our students, stakeholders, and the State of Minnesota. All efforts within St. Cloud State University should align with our outcomes, and we must be able to demonstrate how implementation and resource expenditures further our achievement of them.

ADVANCING STUDENT SUCCESS

Advancing Student Success is the single most important outcome we can achieve as an institution of higher education. It is central to our mission and is the expectation of our students, our stakeholders, and our public funders. Student success is a complex and holistic goal which is not measured simply by retention and graduation. And while academic achievement leading to a career that meets their personal goals and aspirations is critical, we equally must be concerned with how students develop emotionally, ethically, and civically. We are dedicated to creating an environment conducive to learning and living for all students, particularly those who have historically been underserved by higher education: low income, first generation, and students of color, empowering them to achieve their full potential.

PERFORMANCE EVIDENCE

Continually improve student learning, retention, completion and post-graduation success, and promote their holistic development

PERFORMANCE MEASURES

- Completion Rates
(by cohort, socio-economic status, and program)
- Retention Rates
(by cohort, socio-economic status, and program)
- Our Husky Compact Assessment (all Dimensions)
- Employment after Graduation (overall and by program)
- Student Engagement and Satisfaction
(by cohort, socio-economic status, and program)
- % of Undergraduates Engaged in High Impact Practices
(by cohort, socio-economic status, and program)
- Alumni Satisfaction
(by cohort, socio-economic status, and program)

2

BUILDING A SUSTAINABLE UNIVERSITY

Building a Sustainable University focuses our attention on operating a holistically healthy, financially stable, and environmentally responsible organization. Organizational sustainability requires financial health and extends to the culture and environment in which our students learn and our employees serve. We must create an environment of civility, mutual respect, and collegiality that supports the success of our students as well as each other. Finally, organizational sustainability requires us to live into our commitment to operate our institution in an environmentally responsible manner and to act as stewards of our campus along the Mississippi River for the generations of students we have yet to serve.

Operate a healthy, financially stable, and environmentally responsible University

- Composite Financial Index
- University Revenue Distribution by Type
- Enrollment Goals (NEF, Transfer, Graduate, non-credit)
- President's Climate Commitment Goals
- Employee Satisfaction
- Campus Culture and Engagement Assessment

3

DEEPENING RECIPROCAL PARTNERSHIPS

Deepening Reciprocal Partnerships — internal, external, local, and global—creates learning experiences and a programmatic portfolio that is relevant and responsive to the needs of our students and communities. As a public university, we have responsibility to be Stewards of Place, a phrase the American Association of State Colleges & Universities (AASCU) uses to describe the unique role state college and universities play in the lives of their communities and regions. Our responsibility in the economic, social, and cultural vitality of the regions we serve is what defines us as an institution and will make us vital agents and architects of a diverse democracy, committed to educating students for responsible citizenship in ways that both deepen their education and improve the quality of community life for the state of Minnesota and its residents.

Build deep and sustained partnerships in order to create learning experiences and a programmatic portfolio that is relevant and responsive to the needs of our students and communities

- Our Husky Compact Assessment (Engage and Act Dimensions)
- Experiential Learning Quality Assessment (bi-directional)
- SCSU Economic Impact
- Cultural and Social Impact (as measured by St. Cloud Community Pillars)
- Industry and Community Partner Satisfaction Index
- Transfer Institution Partner Satisfaction Index
- International Institutional Partner Satisfaction Index



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MINNESOTA STATE

St. Cloud State University,
A member of Minnesota State

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