

## DRAFT OF CRITERION 5: STRENGTHS AND RECOMMENDATIONS

### *Strengths*

- The University exhibits a strong focus on shared governance processes, transparency, and sharing of information, particularly in regard to budget and planning.
- A variety of creative partnerships have been developed with more in progress that serve the region's stakeholders while enhancing the University's position, understanding of external perspectives, and funding.
- SMSU's staff, faculty, and administration work together to provide excellent education to their students with limited resources.
- The SMSU Foundation has grown significantly and led a highly successful capital campaign.
- The University has developed clear processes for assessing instructional costs and making decisions based on multiple types of data.
- A number of key University facilities have been renewed or rebuilt, and a strong technology plan drives ongoing improvements and access for all constituents.
- The University has greatly strengthened the linkages between planning, budgeting, assessment, and evaluation.

### *Recommendations*

- The University must continue to work on factors negatively affecting CFI ratios and raising the overall CFI as possible.
- With a new permanent president in place, the strategic plan will be reviewed to ensure it is thorough and addresses presidential emphases.
- Recently increased efforts to involve all constituents in budgeting and planning analysis and to operate with as much transparency as possible regarding these factors, especially decisions about how to handle budget shortfalls, should continue.
- The University should continue to track and improve its retention efforts and consider its retention goals.
- The University should develop recruitment strategies in alignment with its awareness of the changing demographics in its service region and its commitment to diversity.

## **HLC Criterion 5: Resources, Planning, and Institutional Effectiveness**

*The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.*

### **Core Component 5A. The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.**

- 5A1. The institution has the fiscal and human resources and physical and technological infrastructure sufficient to support its operations wherever and however programs are delivered.
- 5A2. The institution's resource allocation process ensures that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to any superordinate entity.
- 5A3. The goals incorporated into mission statements or elaborations of mission statements are realistic in light of the institution's organization, resources, and opportunities.
- 5A4. The institution's staff in all areas are appropriately qualified and trained.
- 5A5. The institution has a well-developed process in place for budgeting and for monitoring expense.

### **Core Component 5B. The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.**

- 5B1. The institution has and employs policies and procedures to engage its internal constituencies – including its governing board, administration, faculty, staff and students – in the institution's governance.
- 5B2. The governing board is knowledgeable about the institution; it provides oversight for the institution's financial and academic policies and practices and meets its legal and fiduciary responsibilities.
- 5B3. The institution enables the involvement of its administration, faculty, staff, and students in setting academic requirements, policy, and processes through effective structures for contribution and collaborative effort.

### **Core Component 5C. The institution engages in systematic and integrated planning.**

- 5C1. The institution allocates its resources in alignment with its mission and priorities.
- 5C2. The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.
- 5C3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.
- 5C4. The institution plans on the basis of a sound understanding of its current capacity. Institutional plans anticipate the possible impact of fluctuations in the institution's sources of revenue, such as enrollment, the economy, and state support.
- 5C5. Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.

### **Core Component 5D. The Institution works systematically to improve its performance.**

- 5D1. The institution develops and documents evidence of performance in its operations.
- 5D2. The institution learns from its operational experience and applies that learning to improve its institutional effectiveness, capabilities, and sustainability, overall and in its component parts.