



## Biennial Strategic Plan Academic Years 2002-2003 and 2003-2004

### Progress Report: December 2003

The final version of the Biennial Strategic Plan was published and distributed in December, 2002. That document communicated the superordinate goals and objectives of the university to its employees, students and interested parties. This Progress Report describes actions that have contributed to obtaining these goals. It contains the combined reporting of all of the organizational units of Southwest Minnesota State University. This document contains broad statements that are indicative of the actions that have been or are being taken. **Supporting documents that contain much greater detail are available in the offices of the Vice Presidents and in the office of the Provost.**

The format of this Progress Report is consistent with the original planning document (**Biennial Strategic Plan, 12/2002**). Goals and objectives are in the first column on the left. Underneath these statements are the reports provided by each of the units that are involved in achieving these goals. The reporting unit is in bold typeface and the narratives are provided verbatim from the responsible organizational unit.

The second column demonstrates the integration of our institution with the 17 actions found under the six priorities of the current MnSCU system plan. Most of the SMSU actions have close parallels with the goals of MnSCU. The MnSCU priorities can be found online at: <http://www.mnscu.edu/System/Chancellor/AnnualWorkplanSum02-03.html>

The third column lists the department(s) at SMSU that will be involved in reaching the objectives that were documented on Strategic Planning Day, 11/05/2003. Actions that can be consummated within two years are within the scope of short term planning. This will be the case for most of the following.

<b>Strategic Objectives by Goal</b>	<b>MnSCU Action Items</b>	<b>SMSU Department Responsibilities</b>
<p><b>Goal One.</b> <i>SMSU will continue to be the higher education institution of first choice in Southwest Minnesota.</i> The <b>INPUT</b> Goal.</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> <li>1) Offer high quality academic programs.</li> <li>2) Improve communication between SMSU and its publics.</li> <li>3) Market SMSU effectively.</li> <li>4) Increase SMSU enrollments.</li> <li>5) Cultivate relationships with employers.</li> <li>6) Emphasize and advertise more opportunities to regional junior high and senior high school students.</li> </ol> <p>Focus on Enrollment, Retention, and Financial Aid for the next two years.</p>		

<b>Strategic Objectives by Goal</b>	<b>MnSCU Action Items</b>	<b>SMSU Department Responsibilities</b>
<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li><b>1. Within the two year planning cycle, have in place a permanent needs assessment process to monitor the educational activities as they affect our mission and service to the region. This would include assessing the need for new programs, Upward Bound grants, Career Services placement, and other opportunities.</b></li> </ol> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Campus-wide assessment practices in departments, programs and units have been instituted</li> <li>• Committee for Institutional Assessment (CIA) represents all academic programs</li> <li>• University Service Assessment (USA) represents all non-academic programs</li> <li>• All committees have followed HLC guidelines</li> <li>• All campus programs have assessment plans and progress reports which vary in technique and instruments tailored to disciplines and programs</li> <li>• The campus enjoys a sustainable climate of assessment defined by the distribution and utilization of institutional data for assessment</li> <li>• Institutional Research summarizes and administers several student inventory / satisfaction surveys</li> <li>• Providing for the alignment of the campus with ISRS system</li> <li>• Council of Deans annually conducts a SWOT analysis of the campus and the region</li> <li>• Insures that the University's degree and major programs are designed for and suited to the region and the state</li> <li>• A plan for signature academic program development is in process</li> <li>• Insures the liberal arts curriculum supports the mission of the University along with the University's traditions of a broad based curriculum and the University's unique character and location</li> <li>• A marketing agency has completed a five-year marketing assessment and evaluation plan.</li> </ul> <p><b>VP Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• Student Affairs annually completes a student needs assessment profile</li> <li>• Continually identifies co-curricular and regional activities for students</li> </ul> <p><b>Committee on Institutional Assessment:</b></p> <ul style="list-style-type: none"> <li>• Academic and non-academic programs have developed assessment plans</li> <li>• Programs are on a scheduled program review</li> </ul>	<p>#1, 10, 11-13, 17</p>	<p>Provost, Vice Presidents</p>

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<p><b>2. Seek to enroll 600 true freshmen and retain at least 80% as returning sophomores. Particular attention will be given to recruiting under-represented and underserved populations. Achieving this objective may include international recruiting, involvement by current students and alumni, marketing of attractive programs, an office in St. Paul, and campus beautification. Enrollment and retention are university-wide responsibilities.</b></p> <p><b>Provost and Director of Enrollment Services:</b></p> <ul style="list-style-type: none"> <li>• Completed a Strategic Enrollment Management Plan</li> </ul> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• The campus has exceeded its target of 600 first-time freshmen.</li> <li>• The retention rate for the campus is being closely monitored</li> <li>• Established a new goal of 12.5% of admissions from other countries</li> </ul> <p><b>Director of Enrollment Services:</b></p> <ul style="list-style-type: none"> <li>• Two retention groups are dealing with issues of enrollment management</li> <li>• Continuing to recruit underrepresented student populations</li> <li>• Establishing an office in Twin Cities</li> </ul> <p><b>International Student Services:</b></p> <ul style="list-style-type: none"> <li>• MnSCU is aligned with an International Recruiting Agency <ul style="list-style-type: none"> <li>▪ Concentrated efforts in the first two weeks of classes to get students connected to the university and to other students</li> <li>▪ Developed structural “flags” for dropping classes—i.e. notification of our office when students drop classes</li> <li>▪ Connected students to academic, financial and social resources</li> </ul> </li> </ul>	#1, 4	Enrollment Management, Int'l Student Services, Alumni Affairs
<p><b>3. Financial Aid to be studied for additional funding opportunities for students and increased flexibility in meeting particular situations.</b></p> <p><b>President</b></p> <ul style="list-style-type: none"> <li>• Committed \$300,000 in increased funds for financial aid in 2002-2003</li> <li>• Redefined and reconfigured financial aid packages to effectively serve our target population and students found qualified to enroll.</li> </ul> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Cross-training personnel within Enrollment Services, including the Office of Financial Aid rendering greater flexibility in student services</li> </ul>	#1, 4	Enrollment Management



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<p><b>that develops critical thinking while offering time for personal reflection... This may include, but is not limited to, a team-taught LAC course, enhancing the Success Coach program for freshmen, improving the transfer sophomore junior/senior experience, and an expanded cultural orientation for all new students.</b></p> <p><b>2. Explore options to expand cultural/diversity awareness. This may include expanding Study Abroad, supporting an Ethnic Studies program, developing a mentor program for minority and international students, and enhancing a Women's Center in the new Student Center Complex.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Completed campus-wide task force study of the orientation needs of SMSU students. Recommendations are slated for implementation in Fall 2004</li> <li>• Global Studies Program has been reactivated</li> <li>• Student / faculty Mentor Program is operational</li> <li>• Working to insure campus services, facilities and programs are aligned with and accessible to students with disabilities</li> <li>• The campus has created a center for Native American students.</li> <li>• Programming for international and non-white students has been active and innovative.</li> <li>• A student organization for GLBT students is active on campus.</li> <li>• Planning for the new Student Center's Women's Center has begun</li> <li>• The campus has created a strategic plan to increase campus diversity, <i>Commitment to Diversity: SMSU Plan for Excellence</i>, that delineates campus goals and strategies to accomplish those goals in areas of recruitment and retention.</li> </ul> <p><b>International Student Services:</b></p> <ul style="list-style-type: none"> <li>• Encouraged departments and professors to add cultural events to course requirements</li> <li>• Sponsored 50 to 60 cultural events each year that include speakers, socials and academic events that are ethnically and culturally diverse</li> <li>• Supported conferences with ethnic and cultural diversity focus such as: Hmong Student Conference, Washington, DC Pan-African Conference, Mankato Best Practices Conference, MnSCU Nellie Stone Johnson, Minneapolis</li> <li>• SMSU has invested faculty time in developing a comprehensive Study Abroad program.</li> <li>• Global Studies voyages will be reinitiated during 2004.</li> <li>• Work continues in developing an Ethnic Studies Program.</li> <li>• The American Indian/Dakota Studies program continues to provide</li> </ul>	<p>#1, 7</p>	<p>VPSA</p> <p>Provost, VPSA, Deans, Academic Depts.</p>

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<p>courses with a diverse perspective.</p>		
<p><b>Athletics</b></p> <ul style="list-style-type: none"> <li>• In addition to achieving an average GPA above 3.0, the athletic programs actively recruit diverse student/athletes and provide opportunities outside of the classroom for students of many backgrounds to become acquainted</li> </ul> <p><b>3. Assess and evaluate all learning opportunities outside of the classroom, including credit/non-credit certificates, in-service training, PSEO, and other unmet educational needs.</b></p>	#2, 11-14	Provost, Deans, Academic Depts.
<p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Recommended changes in staffing and tuition for the Challenge program have been instituted</li> <li>• Expanded opportunities for service learning, civic engagement, and internships have been accomplished</li> <li>• A permanent director of customized training has been hired</li> <li>• Partnership opportunities were increased by six, with other universities and 2 year campuses for joint programs or 2 + 2s being explored for additional service</li> <li>• Working to provide career services information to distance education sites</li> </ul>		
<p><b>4. Explore the potential for more interdisciplinary (ID) programs, and emphasize more interdisciplinary activity/study in existing academic programs.</b></p>	#7	Provost, Deans, Academic Depts.
<p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Developed Ethnic Studies Program</li> <li>• Initiated a campus-wide conversation on the undergraduate educational experience</li> <li>• Developed faculty support for creating a coherent, integrated, and interdisciplinary core program that will become the intellectual signature of the campus</li> </ul>		
<p><b>5. Assess the need for enhanced use of technology in the classroom and the need for faculty development in the use of new technology.</b></p>	#8, 9	Provost, Deans, Academic Depts.
<p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Deans and chairs assessed intermediate future technology needs</li> <li>• The campus Technology Plan is completed</li> <li>• The campus now has 10 “smart” classrooms, including the large lecture halls in Charter Hall</li> </ul>		

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<ul style="list-style-type: none"> <li>• The campus 3-year plan for renewing desk top computers has just completed a full cycle</li> <li>• Created the Professional Development Service Network to make professional development opportunities available for faculty, staff, and students. This unit provides training workshops in instructional technology, pedagogy, assessment, engaged learning, and service learning. It is responsible for introducing the campus to innovative methods of teaching and learning.</li> </ul> <p><b>Goal Three.</b> <i>SMSU will develop students' talents to prepare them to be successful in life.</i> The <b>OUTPUT</b> goal.</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> <li>1) Offer high quality academic experiences.</li> <li>2) Early in the advising process, assist students to set, review, and update goals for their education.</li> <li>3) Design a general studies curriculum that provides for developmental progression for student learning.</li> <li>4) Establish SMSU's valued student outcomes for general studies, academic majors, and all degree programs.</li> <li>5) Help students understand and relate concepts across disciplines and experiences.</li> <li>6) Increase the integration of library, computers, and communication technology in the classroom.</li> <li>7) Provide students with an integrated learning experience.</li> <li>8) Provide students with employment-related data and experiences.</li> </ol> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li><b>1. Comprehensive assessment of current advising procedures and structures for purposes of determining appropriate changes if needed and acquisition of additional resources if required.</b></li> </ol> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• A group of faculty and staff voluntarily formed a task force to examination student retention. Advising has been examined and recommendations are forthcoming. Preliminary discussion has focused on the creation of an early warning system for at-risk students, enhanced developmental advising, success coach/advising, enhanced training for advisors, and method for addressing and investigating student and parent concerns about advisement</li> <li>• The implementation of the Degree Audit Requirements System (DARS) is in its final stages and will soon be available to the campus. The ad hoc retention committee also is studying DARS implementation.</li> <li>• The First Year Experience Task Force is examining ways of</li> </ul>		<p>Provost, all VPs, Deans, students</p>





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<p><b>President:</b></p> <ul style="list-style-type: none"> <li>• An item of highest priority with actions including               <ul style="list-style-type: none"> <li>▪ Increased All University meetings</li> <li>▪ Greater exposure to bargaining units, student government</li> <li>▪ Greater use of press</li> <li>▪ Increased information access on the website</li> </ul> </li> </ul> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Academic chairs are meeting regularly to discuss student centeredness</li> <li>• Hosts a monthly all-university meeting to invite open discussion of major campus issues</li> </ul> <p><b>VP Institutional Advancement:</b></p> <ul style="list-style-type: none"> <li>• Aggressively promoting and publicizing student and faculty success</li> <li>• Reviewing campus-wide communications and encouraging faculty and staff in acknowledging student success</li> <li>• Publicizing and recording campus meetings and agendas</li> </ul> <p><b>VP Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• Utilizing campus emails and mailings, etc</li> <li>• Evaluating student gathering spaces</li> <li>• Evaluating wheel chair users needs</li> <li>• Working to get more students involved in student government</li> </ul> <p><b>2. Develop measurement metrics that are “student-centered.” This should include department annual reports that incorporate the results of student satisfaction surveys.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Academic departments and all service areas of the university have completed comprehensive assessments of their effectiveness in serving the needs of SMSU students. Assessment tools include               <ul style="list-style-type: none"> <li>▪ The Noel-Levitz student learning needs inventory</li> <li>▪ The CIRP Freshmen Survey</li> <li>▪ The Noel-Levitz student satisfaction survey</li> <li>▪ The National Survey of Student Engagement (the last three were initiated last year.)</li> <li>▪ The overwhelming majority of service departments routinely survey students for their satisfaction and solicit comments for improvement</li> </ul> </li> </ul> <p><b>Committee on Institutional Assessment:</b></p> <ul style="list-style-type: none"> <li>• A collaborative CIA/USA research project on student-centered teaching and learning is nearing completion. The report will also contain recommendations for enhancing student-centered aspects within the university.</li> </ul>	<p>#17</p>	<p>University Community</p>

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<p><b>Goal Five.</b> <i>SMSU will contribute significantly to the quality of life in southwestern Minnesota.</i> The <b>SERVICE</b> goal</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> <li>1) Facilitate access and use of SMSU facilities by the regional community.</li> <li>2) Work collaboratively to identify regional issues and assist in their solution.</li> <li>3) Serve as a center for economic and social research.</li> <li>4) Actively seek new financial resources to improve the region's quality of life.</li> </ol> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. <b>Enhance SMSU's role as a center for economic and community development. This could include added support for Outreach Programs and campus centers for studying regional economic and community needs.</b></li> </ol> <p><b>President:</b></p> <ul style="list-style-type: none"> <li>• Hosted several economic development summits on campus, drawing in over 500 regional business leaders, Governor Pawlenty and staff, Senator Coleman and staff, and others</li> </ul> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Campus was visited by the governor and a senator</li> <li>• Campus was visited by several local legislators</li> <li>• Regional events in the arts, theatre, and sports</li> <li>• The campus will be a leader in the examination of the use of corn- and soy-based fuels.</li> <li>• Service learning will be an integral part of the undergraduate experience at SMSU.</li> <li>• GIS will play an increased role in service to the rural region.</li> </ul> <p><b>VP Institutional Advancement:</b></p> <ul style="list-style-type: none"> <li>• Developed and marketed to legislators, media and community a statement of campus economic investment</li> </ul> <ol style="list-style-type: none"> <li>2. <b>Seek new financial resources to improve SMSU's ability to affect positively the quality of life in the region it serves.</b></li> </ol> <p><b>VP Institutional Advancement:</b></p> <ul style="list-style-type: none"> <li>• The 2003 Annual Fund increased 25% over 2002 results</li> <li>• The 2004 goal of an additional 5% increase over 2003 is anticipated</li> <li>• VPIA drafted program initiatives for               <ul style="list-style-type: none"> <li>▪ Planned giving and major gifts solicitation</li> <li>▪ Grantsmanship</li> <li>▪ Enhanced fundraising results from in person, telephone, direct mail and special events activity</li> <li>▪ Strengthening of staff skills in the areas of fundraising, board</li> </ul> </li> </ul>	<p>#12-14</p> <p>#6</p>	<p>President, Provost, Deans, Academic Depts.</p> <p>Provost, VPs</p>

Strategic Objectives by Goal	MnSCU Action Items	SMSU Department Responsibilities
<p>leadership, marketing, public relations, media, community, government and alumni relations</p> <ul style="list-style-type: none"> <li>▪ Reassigned staff to Admissions and Provost’s office to strengthen the promotion of recruitment, enrollment, retention and web activities</li> </ul> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Grant efforts are on the increase.</li> <li>• Tuition for Challenge Program was modified to provide covering of direct costs of instruction with tuition alone.</li> </ul> <p><b>Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• Received HEAPR funding for Library and for Student Center</li> </ul> <p><b>3. Assess and evaluate the need for additional personnel to support our mission. This may include staff for grantmanship, special events, web development, community liaison, and other areas.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• The Provost and Vice Presidents’ evaluation of personnel needs for the campus is constant and on-going.</li> <li>• Solving staffing needs by redesigning functional areas and assisting staff in “working smarter.”</li> <li>• To facilitate the reconceptualization of the workplace, the Provost created the Professional Development Service Network. The Network will provide faculty and staff professional development opportunities in innovative modes teaching, learning, and working. One component of the Network will be the Center for Grant Development.</li> </ul> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• While the need for personnel has been reviewed, the resources do not exist to support much development. The Vice President of Institutional Advancement position was made available through the creative use of external SMSU foundation funds.</li> </ul> <p><b>4. Assess the effectiveness of university personnel participation in regional service and cultural activities.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Academic departments have completed comprehensive evaluations of program activity, including service to the region.</li> <li>• Faculty and their students are actively engaged in numerous communities throughout the region. For example: <ul style="list-style-type: none"> <li>▪ Political offices such as school board, city council, county and civic positions</li> <li>▪ Responsible positions in religious and service organizations</li> </ul> </li> </ul>	<p>#3</p> <p>#17</p>	<p>President, Provost, VPs</p> <p>Provost, VPs, all Depts.</p>

Strategic Objectives by Goal	MnSCU Action Items	SMSU Department Responsibilities
<ul style="list-style-type: none"> <li>▪ Participation in resolving regional issues such as the Lake Benton infestations, the disposition of Prairie Expo</li> <li>▪ Spring concert at Holy Redeemer</li> <li>▪ Many volunteers and officers in Habitat for Humanity</li> </ul> <ul style="list-style-type: none"> <li>• Service learning and civic engagement will be a major focus of the undergraduate experience.</li> </ul> <p><b>VP Institutional Advancement:</b></p> <ul style="list-style-type: none"> <li>• Participates on the Prairie Public Television and Southwest Service Cooperative Boards</li> </ul> <p><b>VP Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• Participates on a regional service board</li> </ul> <p><b>Goal Six.</b> <i>SMSU will manage itself to ensure high quality standards.</i> Primarily <b>MEASUREMENT</b> Strategy Statements:</p> <ol style="list-style-type: none"> <li>1) Focus on the Vision Statement and Strategic Plan and provide resources for achievement of SMSU’s long-term goals.</li> <li>2) Coordinate the collection, analysis, and use of data to improve teaching, learning, and institutional effectiveness.</li> <li>3) SMSU will efficiently and effectively manage its physical plant.</li> </ol> <p><b>Objective:</b></p> <ol style="list-style-type: none"> <li><b>1. Evaluate all current assessment activities to address the issue of valid, reliable, and timely measurement of university goals, institutional effectiveness, and integrated planning. Assessment and evaluation should include but is not limited to the Datum, budget information, planning initiatives and associated processes. This objective must be coordinated with Objective One under Goal One.</b></li> </ol> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Initiated changes in many assessment processes and instruments <ul style="list-style-type: none"> <li>▪ The campus student satisfaction survey was changed to a national instrument (Noel-Levitz) in order to measure the campus in comparison with national benchmarks and to provide the campus with better data</li> <li>▪ Instituted Assessment Day for faculty every August</li> <li>▪ The CIRP Freshmen Survey has been reinstated in order to gain insight into the needs of our incoming students</li> <li>▪ The National Survey of Student Engagement has been instituted to gain insight into the quality of intellectual and social involvement of our students with faculty, other students, and their academic programs.</li> </ul> </li> </ul>	<p>#17</p>	<p>President, Provost, VPs, Deans, Academic Depts., and Staff</p>

<b>Strategic Objectives by Goal</b>	<b>MnSCU Action Items</b>	<b>SMSU Department Responsibilities</b>
<ul style="list-style-type: none"> <li>• Initiated discussions about the kinds of data and assessment tools necessary to build a retention database</li> <li>• Enrolled the university in the Consortium for Student Retention Data Exchange that will provide the campus a more nationally benchmarked reference guide.</li> </ul> <p><b>VP Institutional Advancement:</b></p> <ul style="list-style-type: none"> <li>• Achieved annual funding goals</li> <li>• Increased alumni and non-alumni involvement in support of university activities</li> </ul> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Reviewed financial data with regard to overriding goals <ul style="list-style-type: none"> <li>▪ Maintains continuous process for involving audit reports and budget adjustments in support of academic and/or student needs</li> </ul> </li> </ul> <p><b>Committee on Institutional Assessment:</b></p> <ul style="list-style-type: none"> <li>• Initiated discussions that will incorporate better measurement procedures for current assessment plans</li> <li>• Examined increased use of available data sources.</li> </ul> <p><b>VP Student Affairs:</b></p> <ul style="list-style-type: none"> <li>• Completed annual assessments of all departments within Student Affairs.</li> </ul>		
<p><b>Goal Seven.</b> <i>SMSU will seek to optimize its fiscal, human, and physical resources.</i>  The <b>STEWARDSHIP</b> goal  Strategy Statements:</p> <ol style="list-style-type: none"> <li>1) SMSU will bolster its financial strength by optimizing enrollments, securing public and private external resources and working with MnSCU, the Legislature, and other parties to ensure adequate levels of funding.</li> <li>2) SMSU will hire qualified candidates with outstanding credentials and experience.</li> <li>3) SMSU will support employees by providing opportunities for training and professional development.</li> <li>4) SMSU will make sufficient expenditures to maximize the usefulness of facilities.</li> <li>5) Decisions to modify existing facilities or build new facilities will be guided by the facilities master plan and the university mission.</li> <li>6) The need for stewardship, accountability, and partnership with the community will be part of all long range planning decisions.</li> <li>7) Complete the construction of a new Student Center Complex.</li> </ol> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. <b>Planning. Develop a university-wide plan that includes physical, human, technological, and fiscal resources needed to</b></li> </ol>		

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<p><b>sustain the university mission.</b></p> <p><b>Provost:</b></p> <ul style="list-style-type: none"> <li>• Discussions have been initiated at the Provost, Dean, and Chair level to strengthen recruitment, redeploy our human resources to areas of priority need and integrated technology including: <ul style="list-style-type: none"> <li>▪ faculty will turn in grades online rather than on the bubble scantron form</li> <li>▪ reducing the registrar's workload</li> <li>▪ Redeploying staff toward implementation of DARS</li> <li>▪ Creating major efficiencies in faculty advising</li> <li>▪ Permitting faculty more time to allocate to scholarship.</li> <li>▪ Spearheaded by the new Professional Development Service Network</li> </ul> </li> <li>• In other areas, faculty have been encouraged to experiment with team teaching and other innovative modes of instructional delivery.</li> </ul> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Developed a plan through 2010 to address physical, human, technological and fiscal resources</li> </ul> <p><b>2. Human resources. Assess and evaluate the efficiency and effectiveness of all current recruitment procedures for the purpose of streamlining and strengthening the process.</b></p> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Delegation of authority and changes in hiring practices, especially with regard to classified positions, has greatly enhanced the hiring process.</li> </ul> <p><b>3. Fiscal Resources. Continue to assess and develop plans for a comprehensive campaign in support of SMSU's mission. Such an assessment should address the need for a Vice President of Institutional Advancement, new partnerships, and funding from private industry/alumni and improved effectiveness in dealing with the Office of the Chancellor and state legislators.</b></p> <p><b>VP Institutional Advancement:</b></p> <ul style="list-style-type: none"> <li>• Planning and assessing the objectives for a comprehensive campaign in support of SMSU. The VPIA has begun to speak to this issue to the SMSU Foundation, faculty, and university-wide leadership.</li> </ul> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Grant applications have been filed</li> <li>• Extensive business partnerships have been developed</li> </ul>	<p>#3</p> <p>#4-6</p>	<p>President, Strategic Planning Comm.</p> <p>Provost, VPs, Deans, all Departments</p> <p>President, Foundation, Strategic Planning Comm., VPs, Deans, Depts.</p>

<b>Strategic Objectives by Goal</b>	<b>MnSCU Action Items</b>	<b>SMSU Department Responsibilities</b>
<p><b>4. Physical resources. Aggressively pursue successful completion of the Student Center Complex and the renovation of the university library.</b></p> <p><b>VP Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Student Center Complex is underway</li> <li>• Funding for SCC is in place</li> <li>• The Library renovation was approved and has begun</li> </ul>	#5, 15	President, Foundation, Strategic Planning Comm., VPs, Depts.