

DRAFT ONE

10/11/02

Strategic Planning Day Integrated Summary

How to Differentiate the Seven Goals

The implementation of the SSU mission is reflected in the Seven Goals. These goals are overlapping, thus all proposed actions have multiple aspects that could place them in different goals depending on the emphasis. In addition, actions may need to be organized by different criteria.

Actions can be organized by:

1. Seven goals of SSU
2. By MnSCU's Six Action categories (9/17/2002)
3. Strategic versus Annual Planning items:
long-term vs immediate
4. By SSU Unit responsible for action
5. By Time to completion
6. By Cost
7. By Urgency
8. By Priority

In order to list each action from Strategic Planning Day, September 18, 2002, in only one category, the following interpretations were used for the Seven Goals of the SSU Mission Statement.

Goal One. *School of first choice.* Primarily an INPUT goal

Relevant degree programs

Recruiting and admissions

Image and impression management

Attractive extracurricular programs and activities

Relationships with secondary schools and communities Availability of education to the largest number of people

Goal Three. *Comprehensive learning.* Primarily a PROCESS goal

Curriculum design

Cognitive and analytical development

Cultural and Diversity experiences

Study abroad and participation in conferences

Exposure to technology

Goal Two. *Preparation for life.* Primarily an OUTPUT goal

Advising, placement and related activities

Mentor, Friend-to-Friend, Buddy programs

Dynamic internships and community volunteerism

Student participation in faculty activities outside of the classroom

Goal Six. *A student-centered institution.* Primarily a CULTURAL goal

Actions that focus the institution on maximizing the value to students as a major part of our organizational culture.

This is measured by student satisfaction and the change (value added) in people from the time they entered the institution as a student and the time that they graduate.

DRAFT ONE

10/11/02

Extracurricular activities
Convenient business services
Faculty professional development
Availability and quality of facilities
Remedial and Learning Center Support

- Goal Five. *Manage high quality standards.* Primarily MEASUREMENT
Acquisition and flow of information
Reliability, validity and timeliness of information
Deciding what measurements are important
Communication and dissemination of information for decisions
Development of routine strategic and annual planning processes Consultation,
participation and governance
Awareness and analysis of standards at other institutions
Continuous improvement and development of Best Practices
- Goal Four. *Contribute to regional quality of life.* Primarily a SERVICE goal
Events and activities open to the public
Resources that encourage faculty and student volunteerism
Availability of facilities and equipment to the public
Special certificate, CEU, senior and special needs programs
Research and development to benefit the region
- Goal Seven. *Optimize use of resources.* Primarily a STEWARDSHIP goal
This goal is almost a direct quote from NCA and focuses on the need to be good stewards
of the assets that society has provided SSU.
- Facilities maintenance and utilization
Recruitment, hiring, and retention of faculty and staff
Resources for effective planning processes
Pursue diverse financial resources; benefaction, bequeaths, etc.

DRAFT ONE
10/11/02
STRATEGIC PLANNING DAY
September 18, 2002

GOAL 1: *SSU will continue to be the higher education institution of first choice in Southwest Minnesota*

1. Develop internet/weekend/evening degree programs. Seek out the as yet, unmet educational needs of the region.
2. Offer more electronic learning options
3. Survey current international students for information to recruit additional international students.
4. Integrate Career Services into the recruiting process. Take students to Career Services as a part of the initial visit on campus to help them see why they should get their college education and how SSU can help them with their job search.
5. Streaming video SSU events to regional media outlets.
6. Seek an Upward Bound grant which would provide federal funding for summer academic enrichment programs to targeted populations.
7. Develop club/organization/department/program web pages. Provide training for areas to improve their own sites.
8. Further incorporate current SSU students into the recruiting process for new and transfer students. Make use of alums in the area in the recruiting process.
9. Provide a monthly report of department/program/club/organization activities to University Relations and Admissions.
10. Travel opportunities should be better advertised/marketed as a recruitment tool.
11. Hold more SSU events off-campus to increase SSU's visibility; and improve access of regional population to SSU programs

GOAL #2: *SSU will develop students' talents to prepare them to be successful in life.*

1. "Provide an interdisciplinary/cross-cultural first year experience."
 - a. teaching study skills,
 - b. limiting first semester credit load to 14 credits to improve the quality of the experience,
 - c. introducing the "Joy of Thinking/Learning"
 - d. explaining the purpose of a liberal arts education
 - e. adding more "fun" activities to the orientation week
 - f. developing a listserv for parents of freshmen to keep parents informed of expectations and activities

DRAFT ONE

10/11/02

- g. having the students complete the LAC writing and speech requirements AS FRESHMEN
 - h. include an LAC course that is team taught and that the course should include a community service component to get the students involved in the local and/or regional community, to satisfy the Regional Studies graduation requirement without adding additional LAC credits
 - i. Create a better freshman experience through more orientation information before students need it. Suggestion is to coordinate through the Success Coach system so success coaches can talk about orientation information, etc. Also look at better sophomore, junior and senior experiences too (9)
2. Expand planned use of the mustangjobs.com to be a regional clearing house for jobs, including jobs on campus for only SSU students. Local regional papers could link to this site.
 3. Develop a faculty pool for targeted academic advising. Put some incentive into the program to encourage faculty to participate and compensate those who spend the additional time with extra advising responsibilities.
 4. Create a better advising system, more education to students and faculty on the advising process (9).
 5. Comprehensive training to faculty on advising to help students understand their degree program early on rather than at degree audit checks; also advise on how students can make better use of electives.
 6. Improve the advising experiences of students. Advising should be more comprehensive than just helping with class schedules. It should include advice on career opportunities, internship opportunities, proper future semester course sequencing, and better information on degree requirements.
 7. Advising – more developmental – have advisors not only work on course advising but advising students about clubs, organizations, etc (1)
 8. Better advising access, difficult to find advisors and schedule appointments.
 9. The advising should start before a student registers for his/her first semester of classes. To alleviate the problem of individual advising for 500 incoming freshmen, perhaps a standard “first semester schedule” should be implemented for every new student. Peer advising, having a para-professional “career” adviser for each department, publication of tentative 2 year course schedules.
 10. Increase student knowledge of available internships (and providing more internship opportunities)
 11. Establish extra-curricular activities organized on a department to department basis. Each academic department figures out activities that promote student socialization.
 12. Grant program to pay for internships/independent study that involve working in the community
 13. Consider tuition waivers for service-based internships.

DRAFT ONE

10/11/02

14. Challenge student government to promote and encourage service.
15. Integrate service into class instruction (find existing templates for how to do that well).
16. Expand the Study Abroad program. This can be implemented through travel cluster/study-travel opportunities. The first year experience could include regional travel and having travel “clusters” to promote integrated education. A progression of increasingly demanding travel experiences could be designed for each academic year - freshmen would travel locally/regionally, sophomores travel regionally/nationally, and upperclassmen travel nationally/ internationally.
17. Increase travel opportunities in non-curricular settings: athletics, performance groups, student clubs, and organizations.
18. Enhance use of technology
 - a. build additional “smart classrooms”
 - b. provide free workshops for faculty and students for technology training
 - c. integrate library use and librarian instruction into more courses, and provide electronically accessible library reserve materials
 - d. improve the SSU website to make faculty use easier (easier to personalize course web pages) and thus more prevalent.

GOAL 3: *SSU will create comprehensive learning experiences for its students.*

New Proposed Strategy: *SSU will develop technology to electronically insure course prerequisites are being met during registration*

1. Implement a cross-cultural day
 - a. invite surrounding communities and whole university
 - b. topics can vary; make an annual event
 - c. faculty integrate day’s activities into their courses
 - d. faculty/staff speak on their own multi-cultural experiences during multi-cultural day and at other events.
2. Implement Ethnic Studies Program
 - a. Research and background work for Ethnic Studies Program is already complete; bring to fruition; needs resources
 - b. Create additional LAC diversity courses; more LAC diversity courses relevant to business and education majors
 - c. Encourage integration of multicultural issues into courses and research throughout SSU
3. Address racial/ethnic self-segregation by students
 - a. examine ways to encourage integration in residence halls
 - b. implement unsegregated cohort groups
4. Facilitate exchanges between international students and American students and students of color
5. Create a Faculty/Staff Mentor Program for International Students and Students of Color.

DRAFT ONE
10/11/02

6. Departments should bring more international speakers on campus
7. Enable international students to arrive earlier in August for an orientation program and to familiarize them with the University and community.
8. Offer multicultural activities at Senior Centers. Offer transportation to the centers for international students
9. Create more LAC Diversity courses that are relevant to business and education majors; Faculty incorporate more multi-cultural issues in all courses; tie-in with Ethnic Studies program, when it is fully established.
10. Establish Women's Center at SSU
11. Foster co-curricular activities; integrate with multicultural services
12. Provide funds for student travel to professional meetings
 - a. Create additional incentives for students to consider writing papers, and do presentations at meetings
 - b. Allow faculty to have increased discretion when choosing professional meetings that students can attend
 - c. Increase the number of course assignments based on student participation in forums and presentations
 - d. Establish student travel as a regular line item in program budgets of faculty
13. Establish more interdisciplinary (ID) programs, and emphasize more interdisciplinary activity/study in existing academic programs
 - a. Faculty/students take time and energy to build/implement ID programs
 - b. Determine where opportunities for ID exist
14. Create certificate programs; both for-credit and non-credit certificates, example: gerontology

GOAL 4: *SSU will contribute significantly to the quality of life in southwestern Minnesota.*

Facilitate access and use of SSU facilities by the regional community

1. Coordinate parking signs and building names
 - a. Have clearly identified main entrance
 - b. Leaving/entering buildings in walkways (may use windows for pointers)
 - c. Better parking and signage for Library, Wildlife, and other resources
2. Special Events/Camp Coordinator to disseminate and coordinate information about special events
3. Accurate and complete Web Calendar, coordinated with facilities scheduling
 - a. structure for schedule process
 - b. facilitate coordinating of events by groups

DRAFT ONE

10/11/02

- c. facilitate publicity of events
- d. bring in community events which will help coordinate students and community organizations

4. Expand hours of operation for Library, Wellness Center, etc. - with consistent posting schedule, including breaks and evenings
5. Prioritize resources around student activities - student clubs can't plan until Fall. Facilities are already booked by the community. Community events should not be scheduled for times of peak student usage.
6. Hold smaller version of Schwan's 50th celebration in Fall when students are available

Work collaboratively to identify regional issues and assist in their solution.

1. Schedule monthly meetings in Southwestern Minnesota towns with a MnSCU campus, co-sponsored by SSU, community colleges and local community.
2. Coordinating office could be Rural and Regional Studies

Office of Distance Learning to coordinate weekend and evening learning/training opportunities

1. Target specific training needs in the region
2. Offer at both SSU and Minnesota West sites
3. Students could earn credits at either school by taking courses
4. Custom training office to identify specific business and professional needs

Serve as a center for economic and social research

1. Increase support for existing centers and Outreach programs including the SBDC, RIG, CRRS, History Center, AURI, CIS Center, and CE/CT – More staffing, operating funds, and student opportunities.
2. Establish an SSU survey center to measure critical regional issues and conditions staffed by 2 faculty and several students to conduct four surveys a year. The center would be overseen by a broad-based regional advisory board. Partial private sector funding.
3. Support student involvement in research, survey, and developmental center's through internships, independent studies and class assignments.

Actively seek new financial resources to improve the region's quality of life

1. Grant Writing consultant
2. Coordinate grant proposals with external organizations

DRAFT ONE

10/11/02

Camps

1. Develop academic/athletic summer camps. Fully utilize SSU's features for expanded field trip opportunities. Develop/expand year-round academic camp events on campus.
2. Hire a camp coordinator
3. Expand camps beyond athletics - academic, cultural, science, band, choir, and theatre
4. Maintain data base for recruitment

Encourage members of the SSU community to participate in regional service and cultural activities

1. Encourage involvement of faculty/staff in regional service. Community service could have increased weight/emphasis in faculty and staff evaluation.
2. Public recognition of those who serve
3. Include in orientation for new faculty information about opportunities for service/research in community
4. SSU/SSUFA sponsorship of MLA and CPA
5. Increase use of University Relations for promotion

Campus based service programs

1. Expand Senior College - in scheduling of Senior College - events, try to schedule in non peak use times
2. Community events on weekends - topics are geared to particular interest groups, advertise through Marshall Community Services

Off-Campus based service programs

1. Senior College
 - a. Take college to senior centers
 - b. Encourage teachers and staff to participate
 - c. Enable SSU students to serve as teaching assistants
2. Summer Theatre programs presented throughout the region

GOAL 5: *SSU will manage itself to ensure high quality standards.*

1. Inform constituencies of progress on current maintenance projects and inform effected parties about upcoming maintenance in sufficient time to plan accordingly. For example

DRAFT ONE

10/11/02

- a. Student center progress
 - b. Summer cleaning
2. SSU will become a smoke free campus
 3. SSU will effectively and efficiently manage its physical plant.
 4. Year round grounds maintenance
 - a. Utilize student workers
 5. Coordinate the collection, analysis and use of data to improve teaching, learning and institutional effectiveness.

Action to be taken: Better communication on a whole range of issues of concern

6. Focus on the Vision Statement and provide resources for achievement of SSU's long term goals.
Action to be taken: Undertake a capital campaign
7. Campus Community events/plans
8. More information about surveys and data – clarify directions for student satisfaction survey, e.g. to avoid having students complete it more than once a year.
9. Review items in Datum
10. More information about alternative sites for course offerings – ITV, common market, etc.
11. Budget information – expenditures by area in easily accessible format to produce wider dissemination of relevant information.
12. Other fund-raising ideas. Auction off old classroom items at a Homecoming event under the slogan, "Buy a piece of your past and invest in SSU's future"

GOAL 6: *SSU will establish a distinguished record as a student-centered higher education institution.*

Use "student-centered" criteria for performance improvement.

1. Each academic program and service area needs to determine and document "student-centered" criteria.
2. Train faculty and staff in student-centered (customer service style) services.
3. Each academic department and service area will create an annual report and incorporate student satisfaction survey results.

DRAFT ONE

10/11/02

4. If a student feels any portion of their educational experience is not adequate, the students feel helpless and are not certain of what options they have (i.e. talk to department chairs, talk to deans, etc.). Students feel their only way to communicate their opinions is through class evaluations and they would like information on other alternatives.

Involve students, faculty and staff in identifying ways to re-design student facilities and services to better meet student needs.

1. Add after hours staffing to service areas so students can access real people in evenings.
2. Develop alternative activities for Thursday nights to reduce student drinking and risky behavior.
3. Provide a math lab for students (1)
4. Create a better system to assign tutors; more accessibility to tutors and tutoring sessions (3)
5. Investigate how many staff/faculty positions are split positions between two or more service areas. Evaluate effect on student-centeredness and effectiveness of split positions.
6. Internet problems in residence halls, many ports not working, etc.
7. More Friday and weekend activities to keep students here (2). Do an interest survey to all students to learn about interest in potential new activities, groups or clubs (1)
9. Better access to SSU facilities and community facilities like the YMCA
10. Campus life (weight room, parking lots, curb cuts, student center-building replacement and cleanup.
11. Repair and paint curb cuts (see attached photos) – repair sidewalks – determine other accessibility problems.
12. Pave walkway from Mustang Trail to SS building
13. Study parking lot lighting
14. Extend the tunnel from the dorms to the RA
 - a. Residence halls on the east have to walk through snow/rain
15. Pave “shortcut” from dorms to BA that goes behind multipurpose room.

Communicate and disseminate information to students for better access to university issues.

1. Create comprehensive fact sheets in addition to large text fill manuals; students will look at a highlight sheet rather than looking something up in a 50-page manual.

DRAFT ONE

10/11/02

2. Better information on who to ask for help and what questions to ask, sometimes students are too overwhelmed to even know what they need to ask for (3)
3. Off-campus mailings, students living off-campus do not receive notices of events, etc. Residence halls student do receive more information (like student handbooks, etc) but are still limited in the amount of information they receive.
4. Make email web based (like hotmail) so it can be accessed from any location (2)
5. Have more open mass meetings or forums to invite everyone to share in decisions.
6. Computer Services – get information out to students early about what type of equipment is needed to get hooked up in the dorms (i.e. cables, Ethernet cards, etc.)
7. More information distributed on ALL student organizations. List student organizations and contact people in directories.

Student-centeredness is reflected in professionalism.

1. Students do notice professionalism in faculty and staff (i.e. how they dress, conduct themselves, etc.)
2. Professionalism of environment – keep offices, rooms, halls, dorms, grounds, etc. clean, presentable, etc. (7)
3. Computer labs – machines have lots of problems and breakdowns, viruses; lab assistants are not knowledgeable in times of trouble (2)
4. Residence hall appearance, student rooms are not as nice as what is showcased earlier (5)

SSU Student coffee house or Varsity Pub

1. Increase opportunity for student socialization; the varsity pub idea was recently tried in town, and had a good student response
2. Admission requirements: SSU ID, proof of age of 18+

GOAL 7: *SSU will seek to optimize its fiscal, human, and physical resources.*

1. Speed up hiring process (provide seasonal help for HR at crunch time).
2. Recruitment through head-hunting, networking, and professional conventions (through mini-grants, outside grants, outside contractual travel)
3. Promotion through university brochures
4. Opportunities for spouse's employment and social interaction for singles and minorities

DRAFT ONE

10/11/02

5. More communication and involvement of students in Student Center planning—Mustang Zone and Bookstore
6. Campus-wide plan for technology in the classrooms/Library
7. SSU will effectively and efficiently manage its physical plant
8. Organize Student Clubs, Groups and Student Government to cooperate on a regular basis for campus change
9. Develop a widely understood Strategic Planning and Annual Planning process

Actions to be taken:

1. Refurbish classrooms
2. Desks, lighting, technology CLOCKS (Temporal referencing devices? – time finding systems?)
3. Full-time metro presence
4. Professional fundraising position on commission
6. Physical appearance of campus—work study
7. Full-time grant writer
7. More partnerships and funding from private industry/ alumni
8. Fill housing—125 rooms—scholarships, waivers, etc.
9. Library renovations

Suggestions for Future Planning Days at SSU, or for Related Events

Improve communications so that ALL students know what the event is, and why they should attend.

Send materials (planning documents, etc.) to students as well as faculty/staff in advance of the planning day.