

Draft Strategic Plan

After reading the suggestions from Strategic Planning Day and discussing their meaning with members of the Strategic Planning Committee, I have prepared the following planning objectives. These objectives will follow the format established by the committee and used for Strategic Planning Day so that we can continue the planning process in a cohesive fashion. They are listed in the first column on the left.

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 SSU 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 SSU that will be involved in reaching the objectives that were documented on Strategic Planning Day. 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.

Strategic Objectives by Goal	MnSCU Action Items	SSU Department Responsibilities
<p>Goal One. <i>SSU will continue to be the higher education institution of first choice in Southwest Minnesota.</i> The INPUT Goal.</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> 1) Offer high quality academic programs. 2) Improve communication between SSU and its publics. 3) Market SSU effectively. 4) Increase SSU enrollments. 5) Cultivate relationships with employers. 6) Emphasize and advertise more opportunities to regional junior high and senior high school students. <p>Focus on Enrollment, Retention, and Financial Aid for the next two years.</p> <p>Objectives:</p> <ol style="list-style-type: none"> 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. 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. 3. Financial Aid to be studied for additional funding opportunities for students and increased flexibility in meeting particular situations. 4. Aggressive promotion of the university with consistent logos, designs, and images. Expanded promotion may include enhanced admissions and retention, community relations, and alumni development. 	<p>#1, 10, 11-13, 17</p> <p>#1, 4</p> <p>#1, 4</p>	<p>Provost, Vice Presidents</p> <p>Enrollment Management, Int'l Student Services, Alumni Affairs</p> <p>Enrollment Management</p> <p>President, VPIA and all Students, Faculty, Staff</p>

Strategic Objectives by Goal	MnSCU Action Items	SSU Department Responsibilities
<p>Goal Three. <i>SSU will create comprehensive learning experiences for its students.</i> The PROCESS goal.</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> 1) Increase cross-cultural interactions to promote understanding and appreciation within the campus community. 2) Offer integrated academic and co-curricular experiences to enhance student development. 3) Encourage faculty and staff to take students to professional meetings and conferences. <p>Objectives:</p> <ol style="list-style-type: none"> 1. Provide an interdisciplinary/cross-cultural first year experience 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. 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. 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. 4. Explore the potential for more interdisciplinary (ID) programs, and emphasize more interdisciplinary activity/study in existing academic programs 5. Assess the need for enhanced use of technology in the classroom and the need for faculty development in the use of new technology. 	<p>#1, 7</p> <p>#1, 7</p> <p>#2, 11-14</p> <p>#7</p> <p>#8, 9</p>	<p>Provost, Deans, VPSA</p> <p>Provost, VPSA, Deans, Academic Depts.</p> <p>Provost, Deans, Academic Depts.</p> <p>Provost, Deans, Academic Depts.</p>
<p>Goal Two. <i>SSU will develop students’ talents to prepare them to be successful in life.</i> The OUTPUT goal.</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> 1) Offer high quality academic experiences. 2) Early in the advising process, assist students to set, review, and update goals for their education. 3) Design a general studies curriculum that provides for developmental progression for student learning. 4) Establish SSU’s valued student outcomes for general studies, academic majors, and all degree programs. 5) Help students understand and relate concepts across disciplines and experiences. 6) Increase the integration of library, computers, and communication technology in the classroom. 		

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7) Provide students with an integrated learning experience. 8) Provide students with employment-related data and experiences.		
Objectives:		
1. Comprehensive assessment of current advising procedures and structures for purposes of determining appropriate changes if needed and acquisition of additional resources if required. This is a matter of the highest priority given its centrality to our mission and the broad emphasis it received in the September 18 th discussions.		Provost, all VPs, Deans, students
2. Assess and evaluate current graduation requirements at every level, including university-wide and major and minor graduation requirements.		
3. Assess and evaluate both employment and non-employment student outcomes that may include an expanded jobs website, improved internship opportunities, and other job related programs.	#4, 13, 14	Provost, VPSA, Career Services, Academic Depts.
Goal Six. <i>SSU will establish a distinguished record as a student-centered higher education institution.</i> ORGANIZATIONAL CULTURE		
Strategy Statements:		
1) Use “student-centered” criteria for performance improvement. 2) Involve students, faculty, and staff in identifying ways to re-design student facilities and services to better meet student needs.		
Objectives:		
1. Improve Communication. Assess and evaluate current campus-wide communication processes in order to strengthen communication effectiveness and integration at all levels. This should be a comprehensive evaluation that addresses all current communication channels and tools.	#15	University Community
2. Develop measurement metrics that are “student-centered”. This should include department annual reports that incorporate the results of student satisfaction surveys.	#17	University Community
Goal Four. <i>SSU will contribute significantly to the quality of life in southwestern Minnesota.</i> The SERVICE goal		
Strategy Statements:		
1) Facilitate access and use of SSU facilities by the regional community. 2) Work collaboratively to identify regional issues and assist in their solution. 3) Serve as a center for economic and social research. 4) Actively seek new financial resources to improve the region’s quality of life.		

Strategic Objectives by Goal	MnSCU Action Items	SSU Department Responsibilities
<p>Objectives:</p> <ol style="list-style-type: none"> 1. Enhance SSU’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. 2. Seek new financial resources to improve SSU’s ability to affect positively the quality of life in the region it serves. 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. 4. Assess the effectiveness of university personnel participation in regional service and cultural activities. 	<p>#12-14</p> <p>#6</p> <p>#3</p> <p>#17</p>	<p>President, Provost, Deans, Academic Depts.</p> <p>Provost, VPs</p> <p>President, Provost, VPs</p> <p>Provost, VPs, all Depts.</p>
<p>Goal Five. <i>SSU will manage itself to ensure high quality standards.</i> Primarily</p> <p>MEASUREMENT</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> 1) Focus on the Vision Statement and provide resources for achievement of SSU’s long-term goals. 2) Coordinate the collection, analysis, and use of data to improve teaching, learning, and institutional effectiveness. 3) SSU will efficiently and effectively manage its physical plant. <p>Objective:</p> <ol style="list-style-type: none"> 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. 	<p>#17</p>	<p>President, Provost, VPs, Deans, Academic Depts., and Staff</p>
<p>Goal Seven. <i>SSU will seek to optimize its fiscal, human, and physical resources.</i></p> <p>The STEWARDSHIP goal</p> <p>Strategy Statements:</p> <ol style="list-style-type: none"> 1) SSU 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. 2) SSU will hire qualified candidates with outstanding credentials and experience. 3) SSU will support employees by providing opportunities for training and professional development. 4) SSU will make sufficient expenditures to maximize the usefulness of facilities. 5) Decisions to modify existing facilities or build new facilities will be 		

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<p>guided by the facilities master plan and the university mission.</p> <p>6) The need for stewardship, accountability, and partnership with the community will be part of all long range planning decisions.</p> <p>7) Complete the construction of a new Student Center Complex.</p>		
Objectives:		
<p>1. Planning. Develop a university-wide plan that includes physical, human, technological, and fiscal resources needed to sustain the university mission.</p>	#15, 16	President, Strategic Planning Comm.
<p>2. Human resources. Assess and evaluate the efficiency and effectiveness of all current recruitment procedures for the purpose of streamlining and strengthening the process.</p>	#3	Provost, VPs, Deans, all Departments
<p>3. Fiscal Resources. Continue to assess and develop plans for a comprehensive campaign in support of SSU'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.</p>	#4-6	President, Foundation, Strategic Planning Comm., VPs, Deans, Depts.
<p>4. Physical resources. Aggressively pursue successful completion of the Student Center Complex and the renovation of the university library.</p>	#5, 15	President, Foundation, Strategic Planning Comm., VPs, Depts.

MINNESOTA STATE COLLEGES & UNIVERSITIES

Can be found online at: <http://www.mnscu.edu/System/Chancellor/AnnualWorkplanSum02-03.html>

ANNUAL WORK PLAN SUMMARY ACTIONS FOR 2002-2003

The annual work plan is predicated on the strategic plan, A Plan for Serving Students and Communities

Priority

Increase Access and Opportunity.

Minnesota State Colleges and Universities will continue to recruit students from a broad spectrum of backgrounds, yet focus more intensely on the recruitment and retention of those who have been under-prepared for or traditionally under represented or under-served in higher education, including students of color, first generation college students, students for whom English is a second language and low income students.

1. Identify and remove barriers to participation in higher education to improve recruitment, retention and graduation rates for students of color, first-generation students and low-income students, as well as other under-served populations.
2. Initiate new pre-kindergarten through college (P-16) collaborative structures to improve student preparation for and transitions into college and work.
3. Attract and retain more diverse faculty, staff, and administrators.

Priority

Increase Support.

Minnesota State Colleges and Universities will work to increase support for public higher education in order to maintain the core educational mission while keeping tuition reasonable and addressing the needs of the state.

4. Analyze how Minnesota's policy on student financial aid is affecting Minnesota State Colleges and Universities students and develop and implement a strategy to obtain legislative changes that benefit public higher education students.
5. Advocate for responsible management of fiscal, facilities, and technology resources.
6. Work to obtain more non-state funding.

Priority

Expand High Quality Learning Programs and Services.

The Minnesota State Colleges and Universities will provide students with a full range of high

quality learning programs and services that respond to student needs and document student achievement.

7. Continue to provide a liberal arts foundation enabling students to develop lifelong learning, critical thinking, and citizenship skills in preparation for the constantly changing world they will encounter.
8. Provide up-to-date education and training through well-equipped laboratories and effective curriculum models based on 21st century demands of students, employers, and the community.
9. Expand professional development opportunities for faculty, staff, and administrators.
10. Continue development of distance and technology enhanced education opportunities to improve the system's ability to respond to learner needs.
11. Provide and expand graduate education and practical research and development, particularly in applied fields of study.

Priority

Strengthen Community Development and Economic Vitality.

The Minnesota State Colleges and Universities will help meet the state's critical workforce and community needs in collaboration with statewide and local leadership groups.

12. Provide enhanced capacity and flexibility in key workforce areas through flexible scheduling and alternative delivery, including partially or fully online credit and non-credit courses and information sources such as ISEEK.
13. Respond to critical workforce needs in such areas as teaching and health care careers.
14. Improve system ability to respond rapidly to accelerated or sudden change experienced at the industry, company, employee or community level.

Priority

Fully Integrate the System.

Minnesota State Colleges and Universities will become a more efficient, effective and fully coordinated higher education system while respecting the differences and distinctiveness of the individual colleges and universities.

15. Establish the capacity to integrate academic, strategic, financial, technology and facilities plans at the institutional, regional and system levels.
16. Implement collaborative planning to better serve students, to expand opportunities for the institutions in the system and maintain the quality and scope of programs and services.

Across-the-Board Priority - Measurement.

17. In consultation with key internal and external stakeholders, develop a system of performance indicators to measure the effectiveness of the system as a whole and its individual institutions.