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Acknowledgements
The Lake Superior State University (LSSU) Strategic Plan is the result of input gathered from the campus community, our local community, alumni, and other constituencies. The University wishes to express sincere thanks to the Strategic Planning and Budget Committee under the leadership of Dr. Linda Schmitigital and LSSU Board of Trustees; the two groups that began the efforts in 2010. Detailed lists of the participants are provided in Appendix A.

Background
The Strategic Planning process began as a result of a Board of Trustees initiated retreat, led by an external consultant, Traverse Management Resources, Inc. At this retreat, invited participants (with broad campus representation) met for two days to begin the dialog to shape LSSU’s future. The process was designed to result in a strategy that would address identified needs, account for economic drivers and realities, build on successful initiatives, and support the existing planning efforts of the Shared Governance Groups and the LSSU Foundation. The planning process resulted in agreement on a vision and strategy to ensure that LSSU continues to fulfill its mission and the expectations of its constituents. More specifically, the meeting resulted in seven goals/strategies for LSSU. Within the next 3-5 years, LSSU would

1) be seen as a collaborative, committed campus community as evidenced by a culture of giving, positive attitudes, and campus-wide Laker pride.
2) achieve status as a competitive, desirable school of choice for students and families that attracts an internationally diverse student body.
3) build bridges to and from the community that create pride and prosperity for both.
4) develop superior services and facilities for students that are designed to respond to changing student needs.
5) offer excellent programs that maximize regional assets and opportunities as demonstrated by incorporation of experiential learning, student marketability, and use of best practices.
6) provide high value, up-to-date educational resources that support learning.
7) be positioned for long-term growth and sustainability with a sound strategy for long-term financial stability.

Over the next year and a half, the Strategic Planning and Budget Committee worked to gather further information from all constituencies to define specific “Critical Outcomes” associated with each of the Strategies. One or more “Activities or Outcome Measures” were then identified for each Outcome. These were actionable and measurable items that could be pursued in order to ensure these seven goals would be met.

Early in the process, the Strategic Planning and Budget Committee realized the need to track institutional progress toward meeting the goals set forth in the Strategic Plan. They chose to utilize a Balanced Scorecard approach and grouped the seven goals/strategies into four categories (Internal Processes, Students, Organization Capacity, and Financial & Environmental). The Balanced Scorecard is a strategic planning and management system that helps everyone in the institution understand and work toward a shared vision. The system also allows LSSU to measure and track indicators of institutional effectiveness and to report these indicators through a visual scorecard. The scorecard provides a snapshot of how well LSSU is progressing toward the intended goals, and tracks critical outcomes that are tied to strategies for meeting the needs of all constituents. The Scorecard itself is not a part of the Strategic Plan but exists as an implementation and tracking tool. The Scorecard clearly presents all Strategies, Critical Outcomes, and Activities as well as the relationship between all these items.
Guiding Documents

In the drafting of the Strategic Plan, the University reflected upon its Mission, Vision, and Core Value Statements. These documents, as well as the seven Strategies resulting from the strategic planning retreat, guided the design of the LSSU Strategic Plan and the inherent prioritization of action plans to be implemented over the next several years. The following Mission, Vision, and Core Value statements have all been reviewed, modified, and approved by the LSSU Strategic Planning and Budget Committee, the President’s Cabinet, and the LSSU Board of Trustees.

**Mission:**

Our mission at Lake Superior State University is to help students develop their full potential. We launch students on paths to rewarding careers and productive, satisfying lives. We serve the regional, state, national and global communities by contributing to the growth, dissemination, and application of knowledge.

**Vision Statement:**

Our programs grow and evolve in ways that keep our graduates at the cutting edge of technological and societal advances. As such, we will be viewed by our constituents as:

- The preferred regional choice for students who seek a quality education which provides a competitive edge in an evolving job market.
- An institution where relevant concepts are taught by quality faculty, and are paired with practical real-world experience to provide a well-rounded education.
- An institution which capitalizes on its location to instill graduates with an understanding of environmental issues and an overarching desire to be responsible stewards of the environment.
- A University that is highly student centered and empowers all students to realize their highest individual potential.
Core Values:
Core values are the principles that guide Lake Superior State University and its employees as they conduct business both internally and externally. These are the values on the minds of the individuals who serve and sustain the institution and should be readily recognized and appreciated by constituencies of the institution. All planning for the future depends on the acceptance and adherence to the University’s core values.

- **Excellence in Teaching and Learning:** Teaching is our first priority and focuses on providing student/faculty interaction, learning, and research in current, relevant programs.

- **Opportunity:** Students have a wide range of opportunities to grow academically, professionally, culturally and socially. Opportunities are provided via work-study assignments, student organizations, internships, community outreach and leadership.

- **Diversity:** Students experience a campus community environment which is inclusive and welcoming.

- **Ethics and Values:** The University promotes an environment which values honesty, openness, and courteous behavior where everyone is treated with respect.

- **Stewardship:** LSSU provides a framework in which to leave the university and region financially and environmentally sound for future generations of LSSU students, alumni, and friends.
Implementing the Strategic Plan

The Strategic Plan makes extensive use of the Strategic Planning and Budget Committee’s recommendations for action. Furthermore, it provides a short rationale for each of the seven Strategies and the accompanying “Critical Outcomes”. Although there are several Critical Outcomes associated with each of the seven Strategies, only the top three have been denoted in the Strategic Plan. These are the twenty-one highest-priority outcomes that LSSU will pursue in the upcoming year even though some activity may occur in the other areas. All desired outcomes (short-term and long-term) are listed in the Scorecard.

The Scorecard then breaks each of the Critical Outcomes into one or more Activities or Outcome Measures; with each Activity or Outcome Measure denoting a goal to be reached (or indication of success), primary area (or person) of accountability, timing for implementation, current status, and an indication of resources needed. The individual, committee, or area designated under “Primary Accountability” will be asked to report quarterly on the progress made. The reporting dates for 2012-2013 are October 2012, January 2013, April 2013, and July 2013.

The Strategic Planning and Budget Committee will use the Scorecard to report, to the University community and constituents, how well LSSU is progressing toward implementation of the seven Strategies. A summary of the 2012-2013 results will be presented to the President’s Cabinet and the LSSU Board of Trustees at the fall 2013 Board meeting.

The Strategic Planning and Budget Committee will review the status of the Critical Outcomes yearly. It will then make recommendations on modifications to the Strategic Plan and Scorecard. The Strategic Plan and Scorecard will be continuously available on the President’s website: http://www.lssu.edu/president/strategicplanning.
Strategy 1: Collaborative, Committed Campus Community

LSSU will develop a permanent and permeating culture of sharing ideas, knowledge, resources, and talent across campus fostering a sense of pride and community.

Rationale:
As a small institution, it’s important for LSSU to utilize and share its resources efficiently and to take the appropriate actions to protect and develop those resources. For LSSU, resources include all human, financial, technical, facility, and other entities necessary to achieve our mission and vision. In the context of LSSU’s mission, the effective and efficient use of resources will be analyzed as part of ongoing outcome assessments.

Critical Outcomes:
- LSSU will expand and strengthen shared governance’s participation and structure.
- LSSU will expand and improve avenues for internal communications.
- LSSU will create opportunities for collaborations across programs.
Strategy 2: Desirable School of Choice (recruiting/academic reputation)

**Rationale:**
Increasing new-student enrollment at LSSU requires the institution to carefully review a wide variety of, sometimes contradictory, initiatives or proposals; implementing those that best align with our mission while allowing LSSU to maintain its high academic standards and integrity. Providing a diverse student body with strong, and current, academic programs that lead to satisfying and rewarding careers will allow LSSU to position itself as a desirable school of choice in Michigan and the region.

**Critical Outcomes:**
- LSSU will increase enrollment.
- LSSU will better align resources with programs meeting its mission.
- LSSU will expand its study abroad opportunities to prepare students for an increasingly global society.
Strategy 3: Student Campus Experience (retention/campus life)

LSSU will provide students with a supportive, connected, and comfortable campus experience to enhance student development.

Rationale:
Students will spend a great deal of time on the LSSU campus. The campus must create an environment conducive to learning, offer experiences that promote personal growth, and provide opportunities for the sharing of diverse thought and the free expression of diverse ideas.

Critical Outcomes:
- LSSU will improve first year retention rates.
- LSSU will improve student participation rate in clubs, organizations, varsity athletics/events and student activities.
- LSSU will promote students’ awareness of and involvement in unique, regional attractions.
Strategy 4: Student Learning and Development
LSSU will maintain and develop excellent programs for students which provide experiential learning activities that take advantage of this unique region.

**Rationale:**
Students expect more than traditional lectures, and research has shown that learning styles vary greatly from student to student. LSSU will implement a variety of teaching styles and techniques in the educational process. These techniques will include well-researched and highly-regarded activities that have been shown to be beneficial for college students from many backgrounds. These practices can take many different forms, depending on learner characteristics, institutional priorities, and contexts. LSSU will also continue to build its assessment program and internally review the student learning outcomes at the course and program levels.

**Critical Outcomes:**
- LSSU will increase high impact educational experiences into its BS/BA degree programs.
- LSSU will improve student graduation rates.
- LSSU will improve the tracking process of graduate success.
Strategy 5: Regional Communities

LSSU will collaboratively contribute to economic growth and improved quality of life in our region.

**Rationale:**

LSSU cannot exist in isolation. The institution must be a significant collaborative partner in the region and local community, as well as provide an economic impact on the region and the State. By combining and leveraging the resources of LSSU and its collaborative partners, the entire region and the State will benefit. LSSU should take steps to promote and support such collaborative activities which align with its mission and improve the quality of life of the individuals in the region and the State.

**Critical Outcomes:**

- LSSU will continue to develop economic development ties through collaborations.
- LSSU will develop programs that align both with our mission and our stakeholders.
- LSSU will investigate appropriate community and continuing education programs.
Strategy 6: Educational Support
LSSU will establish and maintain an appropriate level of educational resources to effectively support learning.

Rationale:
Adequate support for teaching and learning is paramount. As previously denoted, the lecture is no longer the principle (or preferred) method of student engagement. Students utilize a wide variety of learning tools, techniques, and styles. LSSU must ensure that the necessary resources are in place and accessible to a diverse and geographically distributed (and sometimes isolated) student population.

Critical Outcomes:
- LSSU will define assessment and engage in meaningful, institutionalized assessment activities.
- LSSU will utilize appropriate and developing technology to facilitate effective and enriched learning experiences across the campus community.
- LSSU will support and maintain the facilities and equipment necessary to deliver high-quality, relevant and mission-focused programs.
Strategy 7: Stewardship and Sustainability
LSSU will promote efficient and effective utilization of resources to lay the foundation for growth and sustainability.

Rationale:
Through the Shared Governance process LSSU will review and disseminate important documents and information in an effort to gather ideas, concepts, and strategies that will lead to a common vision and direction for the institution. Common vision and direction will enable the institution to move forward in achieving its Strategic Goals in an efficient and sustainable fashion; ensuring the best use of limited resources.

Critical Outcomes:
- LSSU will prepare a comprehensive and collaborative financial plan.
- LSSU will institutionalize the strategic initiative process.
- LSSU will identify and generate the data necessary to make informed strategic decisions.
Appendix A: Detailed Participant Lists

**LSSU Board of Trustees Strategic Planning Retreat (spring 2010):**

Ramsey A’ve (Student)
Colleen Barr (Educational Support Professional)
Kaye Batho (Assistant to the President)
Doug Bovin (Board of Trustees Member)
Sherry Brooks (Vice President for Finance)
Kathy Clarady (Transfer Student Specialist)
Tom Coates (Director of the LSSU Foundation)
Jim Curran (Board of Trustees Member)
Ron DeLap (Dean, College of Engineering and Economic Development)
Cindy Dingell (Board of Trustees Member)
Pat Egan (Board of Trustees Member)
Bill Eilola (Vice President for Enrollment Services)
Deb Faust (Director of Financial Aid)
Jeff Harris (Educational Support Professional)
Terry Heyns (Faculty)
Jenny Kronk (Board of Trustees Member)
Frenchie LaJoie (Board of Trustees Member)
Scot Lindemann (Board of Trustees Member)
Tony McLain (President)
Suzette Olson (Assistant to the Provost)
Ken Peress (Vice President for Student Affairs)
Linda Schmitigal (Faculty Association President)
Russ Searight (Faculty)
Brian Snyder (Faculty)
Gary Toffolo (Board of Trustees Member)
Magen Umlor (Student)
Karizma Vance (Student)
Morrie Walworth (Provost & Vice President for Academic Affairs)
Trisha Wells (Admissions Advisor)
Beverly White (Director of Human Resources)
Megan Rachelle Wickerham (Student)
Greg Zimmerman (Faculty)

**LSSU Strategic Planning & Budget Committee (2010-2012):**

Linda Schmitigal (Chair), Faculty
Sherry Brooks, Vice President for Finance
Ramsay A’ve, Student
Ronald DeLap, Dean
George Denger, Faculty
Leslie Dobbertin, Faculty
William Eilola, Vice President for Enrollment Services
Deborah Faust, Director of Financial Aid
Donna Fiebelkorn, Dean
Jay Gage, Student
Tracey MacQuarrie, Educational Support Professional
Mary Jo Meehan, Faculty
Roxanne Morris, Student
John Roese, Faculty
Morrie Walworth, Provost
Paul Weber, Faculty