Internal Processes

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.

	Critical Outcomes		Activity or Outcome Measure	Goal or Criteria for Success	Primary Accountability	Timing	Status	Resources Needed
1.1	LSSU will expand and strengthen shared governance's participation and structure.	1.1a	Shared governance participation from committee lists.	Report is available for yearly review.	SGEC/SGOC	Ongoing	Last report submitted to Provost - Summer 2012	Current funding is sufficient
		1.1b	Standardize collection of all committee minutes	Archival system is used for storage of all campus meeting minutes.	SGEC/SGAC	Begin in fall 2012		Current funding is sufficient
		1.1c	Identify reasons for non-participation through surveys and interviews.	Report is available for yearly review.	SGEC			Survey monkey membership: Current budget - HR
		1.1d	Ensure student members of committees are appointed within 2 weeks of the start of the fall semester.	Student representatives will report on committee activity on a regular basis. Resignations will be addressed within two weeks.	Student Government/VPSA	On-going		n/a
1.2	LSSU will expand and improve avenues for internal communications.	1.2a	Identify what avenues currently exist and develop appropriate plans to utilize those avenues.		PR/Marketing	Begin in fall 2012	Methodology being discussed	Current funding is sufficient
		1.2b	Develop an archival system to maintain university minutes and documents.	Archival system is developed and available for all campus committees.	Webmaster/VP Enrollment	Begin in fall 2012	Looking at wiki or Google docs as a platform for archival.	
1.3	LSSU will create opportunities for collaborations across programs.	1.3a	Document and tabulate faculty/staff collaborations across campus.	System is available to capture faculty/staff collaborations and yearly report is available.	Provost's Office	Begin in fall 2012		Current funding is sufficient
1.4	LSSU will create conditions that foster and strengthen organization member commitment.	1.4a	Measure and report on employee turnover.	Report is available for yearly review.	Human Resources	Yearly		Survey monkey membership: Current budget - HR
		1.4b	Increase employee giving to the Foundation.	36% of employees contributing by 2015.	Foundation		The Council for Advancement and Support of Education notes the average rate at 24.6%. LSSU is currently at 30%.	
		1.4c	Conduct employee exit interviews .	Report is available for yearly review.	Human Resources	Ongoing - will begin using survey monkey		Survey monkey membership: Current budget - HR
		1.4d	Increase student participation at co- curricular and extra-curricular events through the use of enhanced and targeted communications and incentives (prizes, extra credit). Event sponsors will be asked to record attendance.	Increase in attendance at events (e.g., larger student crowds at athletic events, activity board events and special events tied to academic or diversity activities).	Campus Life, Student Government, Campus Activity Board	On-going. Will build on efforts initiated in 2011- 2012 academic year	Investigate if data was collected for 2011-2012	budget allocation through Campus life and Big 7 funding.
1.5	LSSU will encourage and incentivize innovation.	1.5a	Establish an incentive fund to foster innovation.	Develop policy and fund by July 1, 2013.	SP&B/CFO	Committee to work on criteria and establish awards		Future budget \$\$\$
1.6	LSSU will conduct a campus climate study.	1.6a	Administer an Annual Employee Engagement and Satisfaction Survey (EESS).	Report is available for yearly review.	Human Resources	Annual beginning spring 2013		Survey monkey membership: Current budget - HR
		1.6b	Review EESS data at fall convocation, hold discussion at fall college meetings.	EESS data is presented at convocation each year	Human Resources	Annual beginning fall 2013		Current funding is sufficient

Students

Strategy 2: Desirable School of Choice (recruiting/academic reputation)

LSSU will attract an increasing number of students who are academically prepared and reflective of society's diversity.

	Critical Outcomes		Activity or Outcome Measure	Goal or Criteria for Success	Primary Accountability	Timing	Status	Resources Needed
2.1	LSSU will increase enrollment.	2.1a	Establish goals and priorities in different student markets utilizing historical and student demographic data.		Admissions Office	Add out-of-state admissions advisor	Search in process to fill this position. Approved for 2012- 13 budget.	30,000 plus fringe
		2.1b	Use research data and gain insight to image perception among prospective students and donors.	The image perception report is utilized.	VP Enrollment Services	Report is to be available July 2012	Survey is complete - awaiting report	\$80,000 split over two years
		2.1c	Establish international education coordinator, align ESL requirements for admission to state-wide standards, add ESL support for international students, establish culture-based living- learning communities for international students.		All VPs, Admissions, Financial Aid, others	High priority needing resources	Discussion initiated with ELS International regarding ESL collaboration and review of language standards. Entering an agreement with GoCampus for international student referral.	requires further research and future funding
		2.1d	Increase enrollment through growth in athletic teams both in department of athletics and club sport teams.	Increase in number of club sports that can sustain their activities through fund raising efforts and club dues.	Athletics and student life	Develop a student survey during SY12/13 to see if there are any athletic opportunities to bring to campus		Budgetary support to assist new club sports through their first two years.
		2.1e	Staff an international studies office and provide resources for international studies.	FT or PT staff member(s) indentified and hired - operating budget allocated	Provost with support from other VPs	Depends on funds available	Individual was provided with release time (AY12-13) for China program development	Requires further research and future funding
		2.1f	Encourage minority opportunities through recruitment of minority student-athletes.		Athletics			
2.2	LSSU will better align resources with programs meeting its mission.	2.2a	Develop and implement program prioritization, program assessment, and program review processes.	Programs self-identify level of alignment with LSSU mission. Programs are categorized as needing more resources, adequately resourced, or scheduled for resource reduction/elimination.	Provost, Deans, and Chairs	Begin gathering data to support the effort starting in fall 2012.		
		2.2b	Tie budget to strategic plan.	The SP&B committee reports to the Provost/President that the LSSU budgeting process is tied to the Strategic Planning process.	CFO, SP&B	Yearly through SP&B budget review process.	SP&B committee has reviewed budgets for two years and begun funding strategic initiatives.	Current funding is sufficient
2.3	LSSU will expand its study abroad opportunities to prepare students for an	2.3a	Join consortiums.	LSSU belongs to 4 consortiums by fall 2016.	Provost		LSSU joined CIIE and CCIS (AY11-12)	Current funding is sufficient
	increasingly global society.	2.3b	Track number of students participating in consortiums.	Report available on LSSU data website.	Provost and Data Analyst	Report available by spring 2013	. ,	Current funding is sufficient
		2.3c	Provide training for faculty/staff on planning for study abroad.	Yearly study abroad workshops will be held on campus.	Provost and Director for Study Abroad	Yearly, beginning spring 2013		Funding needed for speaker/moderator
		2.3d	Track number of students participating in study abroad.	Report available on LSSU data website.	Provost and Data Analyst	Report available by spring 2013		Current funding is sufficient
2.4	LSSU will ensure currency of its online presence.	2.4a	Develop and implement a website review process.	Web sites are reviewed annually.	Webmaster with support of Cabinet	Begin implementation in fall of 2012	Website review policy is developed, but not implemented	Current funding is sufficient

2.5	ESSU will define what diversity and cultural	2.5a	Use data from NSSE survey	Data from 2009, 2011, and 2012 surveys are reviewed. Select 7-10 areas for improvement and develop plans to address those areas.	All VPs, Retention Committee, Deans, Chairs, and others	Begin review in fall of 2012.	2009 and 2011 data is available.	\$900 for NSSE in Academic Admin
		2.5b	Use program-level student-learning- outcome senior exit surveys to improve the university experience.	All programs implement surveys and identify program improvements.	Deans/Chairs	Complete by summer 2013.		Current funding is sufficient
	-	2.5c	Conduct University forum to discuss NSSE and senior survey data (keep minutes).	To gather input from University community for use in 2.3a.	All VPs	Fall 2012		Current funding is sufficient
		2.5d	Conduct annual benchmarked survey of residential students. Use data to implement change.	Improve standing in categories as compared to LSSU's scores in previous years. Improve standing as compared to schools with which LSSU is compared.	Campus Life/VPSA	Survey taken each spring semester	Review results in July and August of each year. Identify and implement any changes prior to the Fall semester	Campus Life currently funds cost of the survey
2.6	LSSU will define what diversity and cultural competence means to this campus.	2.6a	Develop and implement a diversity audit and campus climate study.	Data collected can be used to address items 2.5a and b and help direct other efforts to address diversity issues.	Diversity Committee	Complete during the 2012- 2013 academic year		Matching funds for KCP Visiting Professor funds to bring consultant to campus. Cost currently under investigation.
	_	2.6b	Diversity Committee will issue report of campus definitions of diversity and cultural competence.	Use data from diversity audit and climate study to develop report and definitions.	Diversity Committee			Current funding is sufficient
		2.6c	Diversity Committee will develop a diversity plan.	Use data from diversity audit and climate study to develop report and definitions.	Diversity Committee			Current funding is sufficient

Strategy 3: Student Campus Experience (retention/campus life) LSSU will provide students with a supportive, connected, and comfortable campus experience to enhance student development.

	Critical Outcomes		Effectiveness Indicators and Outcome Measures	Goal Criteria for Success	Primary Accountability	Timing	Status	Resources Needed
3.1	LSSU will improve first year retention rates.	3.1a		Benchmark school list developed by January 2013. LSSU goal set by March 2013. Initiatives for LSSU determined by April 2013.	Advising & Retention, Retention Committee		Monitored annually. Next data available Sept 2012.	MAP-Works software license & maintenance \$24,240
		3.1b	Analyze statistics related to past program results.		Advising & Retention, Retention Committee	Fall 2012 if funded	Data reviewed by Retention Committee.	MAP-Works software license & maintenance \$24,240
		3.1c	Investigate and discuss retention management system to assist in tracking/monitoring student retention and facilitate cross-campus communication regarding student retention and success.	A series of campus-wide discussions will be planned for the 12-13 AY.	Advising & Retention, Retention Committee	Fall 2012	MAPworks approved for 2012-13 budget. Planning process underway. Implementation webinar viewed by appropriate offices.	MAP-Works software license & maintenance \$24,240
3.2	LSSU will improve student participation rate in clubs, organizations, varsity athletics/events and student activities.	3.2a	Develop a plan to improve student participation in clubs, organizations, and student activities.		Student life, academic advisers, student leaders, VP Student Affairs	on-going	Leadership and training conference scheduled for Big 7 August 2012	Current budgets- intramurals, club sports, student life, SAM fee, student run clubs
		3.2b	Build strong, successful athletic programs.		Athletic department			
3.3	LSSU will promote students' awareness of and involvement in unique, regional attractions.	3.3a	Develop a plan/program that gets students involved in regional activities.		Provost, Enrollment, Student Life			Possible future funding needed for program.

3.4	LSSU will improve students' opinions of their campus experience.	3.4a	Participate in the NSSE survey for the next five years.	Data is available for 2011 through 2014.	Provost, VPs	Yearly through 2014	Data available for 2009 and 2011	\$900 in Academic Admin
		3.4b	Disseminate and use the NSSE results .	Data from 2009, 2011, and 2012 surveys are reviewed. Select 7-10 areas for improvement and develop plans to address those areas.	Provost/IR, VPs, Cabinet	Begin review in fall of 2012.		Current funding is sufficient
		3.4c	Track students' opinions over time to see if opinions are improving.	Specific NSSE data is tracked over time and reported to campus yearly. Report is available on LSSU data website.	Provost/IR	First report to be issued in spring 2013.		Current funding is sufficient
3.5	LSSU will institutionalize all Learning Center and Career Services functions.	3.5a	Budget for assuming the costs of Learning Center/Career Center operations.	No positions are lost due to reduced grant funding of Learning Center/Career Services.	Directors of LC and CS, CFO, SP&B	Ongoing – Depends on KCP grant	Many positions or parts of positions were institutionalized in the FY13 budget.	Current funding is sufficient
3.6	LSSU will improve existing facilities and grounds.	3.6a	Continue funding auxiliary R&R appropriately and prioritize improvements.	Annual 1% increase until the fund reaches 8% of revenue.	Housing & Food Service Directors	FY13 budget		increased to 7% FY13 reserve
		3.6b	Partner with Sodexho to renovate Quarterdeck.	Quarterdeck is renovated.	VP for Student Affairs & Food Service	Agreement in place - renovation to be complete Fall 2012	Renovation ongoing	Continuing operations
		3.6c	Invest in facilities important to student recruitment and retention such as the SAC.	Prioritize in budgeting process. Monitor improvement in specific student centered facilities identified in 3.6e.	CFO/SPB/Infrastructure	ongoing		\$11,000 for exercise equipment lease for the SAC
		3.6d	Continue to maintain grounds and replace sidewalks and other deteriorating infrastructure.	Report on grounds improvement annually.	CFO & Physical Plant Managers	ongoing		Grounds budget, auxiliary funds
		3.6e	Report on all facility improvements.	Report on facilities improvement annually.	CFO/Infrastructure	Master Plan – summary improvements report- annual		
3.7	LSSU will investigate new facilities and major renovations.	3.7a	Plan for renovation of South Hall.	DTMB to approve project for construction & successful capital campaign.	Core Group for SH	DTMB preliminary design was submitted March 2012		\$400,000 budgeted for capital campaign over 2 years
		3.7b	Develop a plan for future new dorms.	Location will be identified, preliminary design will be developed, potential funding options will be investigated.	Infrastructure Committee, Housing VP & Director, VP Finance	Begin planning FY 13		Up to \$150,000 for planning from R&R. Capital budget includes funds for Marquette Hall demolition.

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.

	Critical Outcomes		Activity or Outcome Measure	Goal or Criteria for Success	Primary Accountability	Timing	Status	Resources Needed
4.1	LSSU will increase high-impact educational experiences in BS/BA degree programs.	4.1a	Document high-impact educational experiences.	All programs identify high-impact educational experiences.	Provost, Deans, Chairs			
		4.1b	Document the number of students participating in study abroad programs.	Increase the number of students participating in study abroad programs.	Provost, Deans, Chairs			
		4.1c	Examine requiring a senior capstone experience.	Report generated.	Provost, Deans, Chairs			
4.2	LSSU will improve student graduation rates.	4.2a	Gather and report graduation rates.	Graduation rates by year, program, and other demographics is available by January 2013.	Institutional Research			Current funding is sufficient
		4.2b	Develop a graduation improvement plan.	Peer institution graduation rates will be collected. Low graduation rates at LSSU will be reviewed and a plan developed by April 2013.	Provost, Deans, Chairs			Current funding is sufficient
4.3	LSSU will improve the tracking process of	4.3a	Improve participation of graduates on	Participate rate is 60% by 2015.	Career Services	Yearly	Current rate (AY10-11) is	Current funding is sufficient

	graduate success.		the First Destination Survey.		I		40%.	
4.4	LSSU will implement a continuous	4.4a	Hire a data analyst.	Individual is hired.	Provost	ASAP	Complete - August 2012	55000 + benefits
	improvement process to assure the high quality of all programs.	4.4b	All Academic Departments will create and publish program assessment plans.		Associate Provost	Yearly	85% of programs have submitted reports.	Current funding is sufficient
		4.4c	All university departments publish annual reports on program assessment and improvement.	Assessment reports are available via TrackDat.	Associate Provost with support of Cabinet	Yearly		Assessment Archival Software \$20,000
4.5	LSSU will prepare graduates who are ready for professional certifications or licensure.	4.5a	Determine the number and percentage of LSSU graduates who successfully pass their qualifying professional exams leading to certification, endorsement or licensure.	Students will pass certification and licensure tests at the minimum rates denoted below. Teacher Education MTTC pass rates of 80%. Nursing NCLEC pass rate of 95%. Engineering FE exam pass rate of 90%. Engineering PE pass rate of 80%. Athletic Training ??? Criminal Justice ??? Business ???	Deans, Chairs	Data reported yearly.		Current funding is sufficient
4.6	LSSU will increase the number of students participating in professional conferences and workshops.	4.6a	Track and report the number of student conference presentations.	Report is available yearly.	Provost			Current funding is sufficient
	^ 		Promote opportunities for students to externally present their undergraduate research.	Data is captured and reported.	Provost, Deans, Chairs			Funds needed for travel.
		4.6c	Create a campus-wide Research Day/Week.		Provost, Deans, Chairs			\$4,000 for Research Day in Academic Admin.

Organization Capacity (Various Communities)

Strategy 5: Regional Communities LSSU will collaboratively contribute to economic growth and improved quality of life in our region.

	Critical Outcomes		Activity or Outcome Measure	Goal or Criteria for Success	Primary Accountability	Timing	Status	Resources Needed
5.1	LSSU will continue to develop economic development ties through collaborations.		Define, record, and report on current economic development plans.	Process for reporting/capturing economic development activities is created.	Provost, Deans			Current funding is sufficient
5.2	LSSU will develop programs that align both with our mission and our stakeholders.	5.2a	Count number of community-based projects.	Data gathered and reported by Provost anually.	Provost, Deans			Current funding is sufficient
				Survey developed, administred and results reported by April 2013.	Provost, Deans			Funding not yet identified
				Survey developed, administred and results reported by April 2013.	Provost, Deans			Funding not yet identified

5.3	LSSU will investigate appropriate community and continuing education programs.	5.3a	Commission the Center for Social Research to survey regional needs.	Survey developed, administred and results reported by April 2013.	Associate Provost			Funding not yet identified
5.4	LSSU will actively promote, track, and reward relevant community service by its faculty, staff, and students.	5.4a	Automate and improve faculty reporting process of faculty service.	All faculty use the automated process to submit contractually defined yearly reports.	Provost		Process is automated.	
		5.4b	Develop a student reward for community service with a scholarship similar to the student Laker Leadership Scholarship.	A student service award exists	Foundation		Completed	\$1,000 matching Chamber Scholarship annually
		5.4c	Create a Student Club recognition award for community service.	Recognition awards created and issued annually	VPSA and Campus Life	Spring 2013		
5.5	LSSU will develop new high impact educational experiences that utilize the resources of the region.	5.5a	Count number of senior thesis and projects that use regional resources and/or contribute to the region.	Data reported through program review.	Provost, Deans			Current funding is sufficient
5.6	LSSU will improve access for regional center students.	5.6a	Develop new consortium agreements.	New consortium and articulation agreements are created yearly.	Provost, Enrollment, Financial Aid		Discussions initiated with community colleges in northern MI regarding dual admission.	Current funding is sufficient
5.7	LSSU will promote and track faculty/staff/student led projects that have helped to improve the economy and quality of	5.7a	Faculty/staff reports on projects benefiting the region		Provost, Deans	Yearly		
	life in the region	5.7b	Senior thesis project reports on research benefiting the region		Provost, Deans, Chairs	Yearly		
		5.7c	Reports from the Centers of Excellence (ARL, EAL, PDC, etc).		Center Directors	Yearly		

Strategy 6: Educational Support

LSSU will establish and maintain an appropriate level of educational resources to effectively support learning.

	Critical Outcomes		Activity or Outcome Measure	Goal or Criteria for Success	Primary Accountability	Timing	Status	Resources Needed
6.1	LSSU will define assessment and engage in meaningful, institutionalized assessment activities.	6.1a	Assessment committee will develop a framework to define and develop institutional assessment plans, etc.	Plan is developed and available by January 2013.	Associate Provost	Begin fall 2012		Current funding is sufficient
6.2	LSSU will utilize appropriate and developing technology to facilitate effective and enriched learning experiences across the campus community.	6.2a	by cabinet.	A draft report is submitted by August 2013. Final report completed by January 2013.	IT Monitoring Report Committee	AY 12-13	In process	Current funding is sufficient
6.3	LSSU will support and maintain the facilities and equipment necessary to deliver high-quality, relevant and mission-focused programs.	6.3a	Departments will develop a list of programs with associated equipment and calssroom needs.	List is available by April 2013. Classroom upgrades occur yearly.	Provost, Deans, Chairs		Some clasroom upgrades are scheduled to occur in AY 12- 13.	Request for academic furniture \$85,000 in Academic Admin.
		6.3b		Plan is developed and available by January 2013.	Director of IT			

LSSU will promote and support externally funded grant activities that align with the university mission and educational needs of our stakeholders.	6.4a	Count the number of grants applied for and count the number of grants received.	Increase number of grants applied for and received by 5-10% in 2012/13; maintain or increase number in subsequent years.	Grants & Contracts	Ongoing		Academic and Institutional Match included in FY 13 budgets – additional \$20,000 in Academic Admin. New IDC allocation established in FY11
	6.4b	Hold more grant writing workshops.	Two or more workshops in 2012/13.	Grants & Contracts	Ongoing	Foundation Center presenter - 6/5/2012	Library facilities (room, monitors)
	6.4c	Allocate University matching funds to encourage more grant writing initiatives.					
	6.4d	Encourage more grant writing initiatives.	Grant matching funds are allocated via the SP&B process.	SP&B	General Admin Policy 1.4.2 updated 7/01/11		
LSSU will determine an appropriate level of library resources.	6.5a	Benchmark comparative data.		Librarian with consultant expertise			\$25,000 for consultant
	6.5b	Request departmental review of current journals.		Librarian with consultant expertise			

Financial and Environmental

Strategy 7: Stewardship and Sustainability LSSU will promote efficient and effective utilization of resources to lay the foundation for growth and sustainability.

	Critical Outcomes		Activity or Outcome Measure	Goal or Criteria for Success	Primary Accountability	Timing	Status	Resources Needed
7.1	LSSU will prepare a comprehensive and collaborative financial plan.	7.1a	Draft a master financial planning document for President's Cabinet Review.	CFO to Draft financial plan and present to SP&B for review, input and recommendation.	CFO & SP&B	CFO to begin Spring/Summer 2012	In process.	Current funding is sufficient
7.2	LSSU will institutionalize the strategic initiative process.	7.2a	Publication of a time table of initiatives and accomplishments.	\$150,000 will be available annually for the funding of strategic initiatives.	SP&B	FY14	Some funds were available for AY12.	FY13 funds have not been identified
7.3	LSSU will identify and generate the data necessary to make informed strategic decisions.	7.3a	Generate reports using ARGOS (new Banner statistical reporting software).	A survey will be used to determine and prioritize reporting needs. 60% of those requests are met via interactive online reports by summer 2013.	IT and IR	Survey issued in fall 2012.	No interactive reports are available online.	\$\$\$ Charter School/IT
		7.3b	Fill the data analyst position.	Position is filled	Provost	Before fall 2012	Complete - August 2012	Assessment Budget & PSO Budgets: \$55,000
7.4	LSSU will review appropriate level of support to the foundation based on the presentation of a strategic plan.	7.4a	Measure increase of faculty/staff giving to the foundation.	6% increase in giving by 2015.	Foundation	Report progress annually	Ongoing, lower priority than other initiatives.	Current funding is sufficient
	suucese puin.	7.4b	Review strategic plans and results produced by the foundation.	Foundation will support additional funding requests with strategic plans and results produced.	Foundation/Board of Trustees	Annually	Foundation plan is inter- related to the LSSU Strategic Plan.	Current funding is sufficient
7.5	LSSU will develop an environmental sustainability plan.	7.5a	Assign task to Environmental Task Committee to develop a long-term sustainability plan.	A long-term sustainability plan approved by President's Cabinet.	SG/ETC/President's Cabinet	FY14		Current funding is sufficient
		7.5b	Analyze the effects of sustainability initiatives.	Analytic review is performed.	ETC/President's Cabinet	FY15		Current funding is sufficient