



Academic Strategic Direction for Lake Superior State University

Approved by the Board of Trustees on December 15, 2017

Background:

As part of the presidential search, 22 listening sessions were conducted with all major stakeholders: 4 with faculty, 4 with staff, 2 with students, 2 with tribal leaders, and 1 with senior management team, president's cabinet, provost council, deans and department chairs, Bay Mills CC faculty, alumni and foundation boards, Rotary Club for community leaders, search committee, trustees, and retirees. These sessions provided valuable information and ideas to help write the Presidential Prospectus, but also provided insights into the strategic direction for LSSU. Below is a summary of answers to key questions that pertain to understanding the current status and future direction of LSSU.

What are the three Greatest Strengths awaiting the next LSSU President?

(1) Small size, dedicated faculty and staff, and personal relationships empower students who are good or average to achieve success in their career and in life beyond their expectation; (2) Location (natural beauty, outdoor recreation, Canada, Native tribes, safe hometown feel, and major strength of key programs like environmental studies, wildlife management and fisheries, parks and recreation, conservation biology and chemistry); tie (3) Hands on practical learning and undergraduate research opportunities that employers describe as ready to work on day one; and Blend of marquee programs in robotics, criminal justice and fire science, wildlife and fisheries, nursing, computer science and business with solid liberal arts disciplines.

What are the three Greatest Challenges facing LSSU and its new President?

(1) Enrollment (recruitment and retention); (2) Financial stress which causes low morale; inefficiency in operations, and indecisive leadership (3) Must find our niche and market it aggressively and effectively.

What are the three Greatest Opportunities for LSSU and its new President?

(1) Expand associate degree and certificate programs as well as online programs; (2) Creative marketing of niche programs and programs that relate to our location (Canada, environment, outdoor recreation, health care, technology, Native and indigenous tribes); (3) Collaboration and synergy to increase efficiency and effectiveness of operations and facilities and expand partnerships with Michigan and Canadian universities, community and tribal colleges).

What are the three Greatest Dreams for LSSU and its new President?

(1) Enrollment over 3,000 rich in diversity and robust in its academic offerings; (2) Stable leadership, greater collaboration, high morale and trust levels; tie (3) Excellent reputation as an innovative small regional state university and Sault Ste. Marie becomes a true college town.

Pervasive Themes in all Four Questions (a remarkable coherence among all stakeholders):

(1) LSSU must increase its enrollment – quickly – via new programs, better marketing in niche programs that relate to our location; (2) Our academic strength is hands on learning; (3) Collaboration, synergy, and innovation are the keys to success.

Realities that must be faced:

In addition to this summary, specific realities need to be faced honestly and proactively: (1) Recent efforts to establish LSSU as a liberal arts college have been unsuccessful as evidenced by the accelerated decline in enrollment the past five years (560 students); (2) Recent efforts to restructure the academic programs into two colleges (Professional Studies and Arts & Sciences) have been unsuccessful and created a diluted and unclear marketing message; (3) Marketing efforts and an ineffective admissions operations model over the past several years have been unsuccessful and need to be overhauled; (4) Excellence still exists in the midst of the decline and is reflected in two areas – a sustained reputation in what some call our marquee programs (engineering robotics, fisheries and wildlife management, nursing) and more importantly in the quality of undergraduate research in a wide range of disciplines; (5) Despite expressed desires to collaborate among schools and departments, LSSU is marked by silos and protection of turf; (6) Declining enrollment created budget cuts that exacerbated distrust and negativity, pointing to the need of a new financial model to increase efficiencies and allocate resources to programs that can grow enrollment. This Strategic Direction, as with other campus-wide initiatives, must focus on the single most important challenge facing LSSU, increasing enrollment immediately. There are only two ways to increase enrollment – recruit more new students and retain more enrolled students. This plan addresses both. In short, LSSU must make radical changes in how its academic programs are structured, delivered and marketed and how its financial model is structured and implemented.

New Academic Structure

The following structure for academic programs is intended to address the six realities above, capitalize on the strengths, opportunities and dreams noted earlier, create opportunities for greater collaboration and synergy, and most importantly, increase enrollment. The five colleges are designed to create a clear and attractive marketing identity focused on attending LSSU in the words of the new mission statement, to “equip our graduates with the knowledge, practical skills and inner strength to craft a life of meaningful employment, personal fulfillment, and generosity of self.” The five colleges establish Schools (or in the case of Business, an endowed School) designed to foster collaboration among faculty in the school, between schools and even between colleges. Equally important, the five colleges create career-oriented “entry points” for prospective students to explore multiple career options. A prospective student might start by exploring science careers and then discover that Environmental Science is the best fit. Another might begin exploring Pre-med and discover Kinesiology is the dream career showing inter-college collaboration. A third may be uncertain about a major and after considering five different colleges, is encouraged by the director of General Studies and Liberal Arts to begin in General Studies. A fourth might be interested in combining interests in hunting and fishing with criminology and decide to major in Criminal Justice and in Fisheries and Wildlife Management. Another is interested in business, but also enjoys video games. The combination of a major in Business Marketing and a minor in Computer Science opens opportunities to work in marketing video games. In addition to providing valuable career advice that will inspire the student to enroll, faculty collaborate in ways that deepen their understanding of all programs and set the stage for sustained collaboration and heightened synergy. To reinforce collaboration, the new structure eliminates departmental budgets in favor of school budgets. At the core of our silos and competition for resources is the perception that as long as departments exist and they control their budgets, it doesn’t matter which college they are aligned with. The five colleges model without departments should inspire faculty to collaborate, to develop interdisciplinary courses and programs, and to design innovative programs that respond to evolving trends and opportunities in the marketplace. In essence, the new academic structure forces LSSU to function differently, to focus on increasing enrollment, and to work together to build a reputation for excellence and innovation. Finally, this academic structure will provide an array of attractive fundraising opportunities. Currently, there is only one endowed school, Lukenda School of Business. Engineering & Technology, Nursing, Natural Resources & the Environment, and CJ & FS, as well as other schools, are attractive naming options for individuals or businesses. Fundraising initiatives directed at securing a \$3 million endowment for a “School” will provide much needed annual income to the School, as well as bring academic distinction to the programs.

The figure on the next page describes the five College structure and the administrative roles that will be charged with implementing the structure.

LSSU Strategic Direction Chart 12/11/17

Lake Superior State University

Mission Statement

We equip our graduates with the knowledge, practical skills and inner strength to craft a life of meaningful employment, personal fulfillment, and generosity of self, all while enhancing the quality of life of the Upper Great Lakes region.

College of Innovation and Solutions		College of Science and the Environment		College of Health and Behavior		College of Criminal Justice and Emergency Responders	College of Education and Liberal Arts		
School of Engineering and Technology	Lukenda School of Business	School of Science & Medicine	School of Natural Resources & Environment	School of Nursing	School of Kinesiology and Behavioral Sciences	School of Criminal Justice, Fire Science and Emergency Services	School of Arts & Letters	School of Education	School of General Studies and Liberal Arts
Computer Electrical Electrical Tech Industrial Mechanical Manufacturing Manufacturing Tech General	Accounting Business Administration Entrepreneurship Finance International Management Marketing Small Business Management	Bio-Chemistry Biology Chemistry Computer Science Mathematics Medical Lab Science Fish Health Pre-Med Pre-Vet	Conservation Biology Environmental Health Environmental Science Fisheries & Wildlife Management Geology Marine Tech. Natural Resources Tech. Parks&Recreation Physical Science	Pre-Nursing BS Nursing LP Nursing	Kinesiology Health/Fitness Political Science Psychology Sociology Social Work	Corrections Homeland Security Law Enforcement Criminal Justice Fire Science BS Paramedic Technology Paramedic Training	Communications Creative Writing English Fine Arts History Native Studies Interdisciplinary Studies	Early Childhood Elementary Secondary Special Education	General Studies Liberal Arts

Initial Staffing: Deans will oversee each of the five colleges; Chairs will oversee schools of Engineering, Lukenda, Science, Natural Resources & Environment, Nursing, and Wellbeing; and a director will oversee General Studies & Liberal Arts. The Dean of the College of Emergency Responders will also serve as Chair of the school of Criminal Justice (CJ), Fire Science (FS) and Paramedics (EMS) in that college. The Dean of the College of Education and Liberal Arts will oversee the College and will also serve as chair of both the Arts & Letters and Education schools. The responsibilities of the dean include oversight of programs of study, evaluation of faculty, new program development, outreach to the respective industries associated with the college, and active recruitment of students and assistance with admissions marketing efforts. Responsibilities of the chairs include oversight of the curriculum, scheduling, recruiting faculty, faculty development, and assistance in recruiting students including enhancing marketing efforts of

the programs in the school. The responsibilities of the director of General Studies and Liberal Arts will focus on recruiting and retaining students in these programs.

1. College of Innovation and Solutions (Engineering, Technology and Business)

This college includes the current engineering and business programs of study. While maintaining the current structure, the Engineering and Technology School and the Lukenda School of Business will be positioned and marketed as programs driven by innovation and focused on finding solutions to business, engineering and technology related problems or issues. Engineering will be creating a degree in Robotics and Business will be expanding the emphasis on international programs and specifically on Canada. By combining these programs, a synergy should develop that creates joint programs and integrates skills from each into each. The reaffirmation of this college was driven by comments made at our Industrial Engineering Advisory Board and our Lukenda School of Business Advisory Board. These advisory board members pointed to the fact that engineers need a stronger grounding in business management, finance and marketing. Likewise, marketing and business management graduates who plan to stay in Michigan would benefit from a basic understanding of engineering and/or engineering technology. Moreover, the two advisory board members emphasized the future of “automation” in terms of self-driving cars and Alexa-type devices as the intersection of engineering, computer science and business. While Computer Science will be in the Science and Natural Resources & Environment College, if LSSU is to be at the forefront of innovation, we must create greater synergy among these programs. In the same vein of inter-college collaboration, Business should be reaching out to other colleges such as Forensic Accounting with Criminal Justice (CJ) adding business management as a minor for Fisheries or Conservation Biology or Entrepreneur certificate for Kinesiology. Other options include collaborating with Political Science for a Bachelors in Public Administration, a BA in Applied Management for associate degree graduates who want to start their own business or be managers in their workplace, significantly strengthening our link to and collaboration with Canada, and being a major contributor to an emphasis on globalization across the curriculum.

2. College of Science and the Environment (Science, Natural Resources and the Environment)

This College is intended to highlight our location and tremendous opportunities to develop programs that respond to this pristine environment and unique location and to capitalize on the burgeoning fields of science and mathematics by aggressively recruiting and retaining students into career-oriented programs such as Forensic Chemistry, Medical Laboratory Science, and Pre-Med/Pre-Vet in addition to careers requiring a BS degree in Biology, Chemistry, Geology, Computer Science, and Mathematics. Collaboration among faculty in the College will result in a dynamic set of core (introductory) courses that will immerse freshmen students into the excitement of the sciences, while eliminating redundancy. The college is intentionally bifurcated (emphasizing both scientific and literary definitions of the term) into the colleges of Science & Medicine and Natural Resources & the Environment. Consistent with the new mission *to equip our graduates with the knowledge, practical skills and inner strength to craft a life of meaningful employment*, the School of Science & Medicine will guide students through the career options available to graduates with majors in Biology, Chemistry, Computer Science, and Mathematics, while offering specific career options in Forensic Chemistry, Medical Laboratory Science, Fish Health and Pre-Med/Pre-Vet. Moreover, Computer Science will expand and enhance its current programs to create greater synergy with the other programs within the school as well as with the School of Natural Resources and the Environment. Fisheries and Wildlife Management, Parks & Recreation, Conservation Biology, Environmental Science, and Geology will comprise the College of Natural Resources and the Environment. Current teenagers are interested in the environment and LSSU has both a strong reputation and a unique location to accentuate programs that focus on natural resources and the environment. Moreover, students who seem among the most satisfied with LSSU are those with outdoor interests (hunting, fishing, hiking, biking, etc.). Consequently, attracting students to these programs of study should increase retention. The proposed new Center for Freshwater Research and Education (CFRE) will have a major impact on LSSU, the EUP, diverse fields of research, K-12 education, sport fishing and tourism. CFRE can also leverage new programs and even new resources in specialties such as freshwater oil spill research and management or aquaculture. Collaboration with Business in aqua-business or with CJ in conservation officer programs should be attractive to students who choose to come to LSSU due to our location. Finally, this school provides a home for Hunt Creek and Sugar Island properties and could provide the resources to develop these

properties not just for Natural Resources and the Environment, but for other programs such as creative writing, theatre, business management, engineering, political science for public policy, and history. These students will find a place to enhance their communication skills, apply knowledge from their program and expand their understanding of the world in which they live.

3. College of Health and Behavior (Nursing, Kinesiology, Health Care, Political Science, Psychology, Sociology and Social Work)

Health care is the fastest growing field for employment and is predicted to remain fastest growing for the foreseeable future, especially in rural areas like the Eastern Upper Peninsula (EUP). LSSU needs to expand and strengthen our programs in this area, including at the associate degree level. We have just begun the preliminary assessment of a B.S. degree in either Occupational Therapy Assistant (OTA) or Physical Therapy Assistant (PTA) because new guidelines in these fields are requiring a B.S. for entry-level positions. This college will explore more programs in health care, including certificate programs such as Phlebotomy. Moreover, collaboration with the Lukenda School of Business should create courses that prepare these graduates for management and leadership roles. Including Kinesiology opens new opportunities for interdisciplinary study, but also opportunities for kinesiology to be even more health care and behavioral oriented. Sociology and Social Work are very small programs that are not sustainable as an independent major. Psychology often boasts large enrollments at most universities, but not at LSSU. The career-oriented focus that attracts students to LSSU could be well-served by Psychology and Sociology professors designing BA or BS programs in mental health, patient advocacy, and other entry level behavioral health care jobs that require a BS degree. The Political Science major, while small, is growing (7 applications last year at this time; 49 this year). Even more important, the Political Science faculty members are highlighting how public policy impacts wellbeing and are developing a special emphasis on rural administration and development for both Michigan and Canada in collaboration with Psychology and Sociology, plus increasing cross college collaboration with CJ/FS and Natural Resources. If indeed the focus of the reorganization is to increase enrollment and collaboration, having Political Science in the Behavioral Sciences school with Psychology and Sociology achieves these two goals and the synergy with Kinesiology creates intriguing opportunities in an interdisciplinary school focusing on human behavior. A recent study on academic programs aligning with career opportunities listed Nursing as the top program among those offered by LSSU. The fact that we are the only BSN at a public university in Michigan without a waiting list and that does not fill its class shows the potential for immediate growth, especially since it is a high quality program. Consequently, we will be going forward on moving the Simulation Center to the first floor of the Arts Center where the Pottery Studio, the Graphics Studio and the Painting/Drawing Studio are located which contains 3,200 sq. ft. These three studios are used an average of 19 total hours a week (Pottery 8, Graphics 3, and Painting/Drawing 8) of a total potential of 165 hours (9AM-8PM M-F = 55 hrs X 3 studios = 165) during Fall and Spring semesters and are used by an average of 58 students per semester. Locating the Simulation Center in the Arts Center not only places the facility on campus which will have a very positive impact on recruitment and retention, but will provide a venue for potentially large conferences in the summer using the Sim Center and the 700 seat auditorium plus several other rooms for breakout groups. LSSU needs immediate growth in a few programs – quick wins – and Nursing is a program that could and should experience rapid growth. The Sim Center also has potential for revenue generation over the summer and can provide much-needed simulation opportunities for Medical Laboratory Science and new programs such as OTA and PTA.

4. College of Criminal Justice and Emergency Responders (Criminal Justice, Homeland Security, Fire Science, EMS, and Paramedic)

Calling it the College of Criminal Justice and Emergency Responders is intended to brand the program with a name that includes the primary degree but also has a positive cache and is attractive both to high school seniors and second career seeking adults. Incorporating the programs comprising the college (Criminal Justice, Homeland Security, Fire Science, EMS, and Paramedic) highlights the specific roles and jobs of emergency responders, as well as provides a clear focus for marketing efforts. These programs currently enroll approximately 350 majors (some students have double majors). Only four years ago that total was over 550. Like Nursing, CJ/FS/EMS has the greatest potential for quick enrollment growth and therefore needs immediate attention and marketing efforts. This will be the only college where a dean will be hired from the outside. Unlike the other four colleges, there will be only one school and the dean will serve as dean and school chair. The dean will be hired to strengthen current programs within the college and to explore new programs in collaboration with other colleges such as Forensic Accounting with Business and Conservation Officer with Natural Resources & Environment, as well as emphasize Homeland Security and International Border Patrol because they play to our location and are

attractive career opportunities. To take advantage of the potential for growth, this college will add a faculty member in the criminal justice or homeland security area and the fire science and paramedic area.

5. College of Education and Liberal Arts (Education, Arts & Letters, Humanities, Interdisciplinary Study, General Studies, Liberal Arts and Native Studies)

While all colleges align with the mission to *equip our graduates with the knowledge, practical skills and inner strength to craft a life of meaningful employment, personal fulfillment, and generosity of self*, the College of Education and Liberal Arts places special emphasis on *crafting a life of personal fulfillment and generosity of self*. The School of Arts & Letters will be a force for creativity and collaboration in developing unique general education requirements that build on our location, environment, heritage and history. This school can play a key role in integrating the Institutional Learning Outcomes into the curriculum, particularly ILO #1 **Formal Communication** *Students will develop and clearly express complex ideas in written and oral presentations* and #4 **Professional Responsibility** *Students will demonstrate the ability to apply professional ethics and intercultural competence when answering a question, solving a problem, or achieving a goal*. Likewise the school could design ways that History and Philosophy can collaborate with other schools such as Natural Resources & the Environment or Business to strengthen understanding of the history of an environmental issue or business ethics. The School of Education will emphasize its excellent track record in preparing students to teach in rural and small town schools. For example, one marketing strategy will develop a brochure highlighting teaching in rural schools and mail it, along with a letter to every principal of a high school of 600 students or less and to the Superintendent of that school district touting the strengths of our Education program. This school will build on the nation-wide emphasis on STEAM (Science, Technology, Engineering, Arts and Mathematics) by collaborating with other schools in these areas to design innovative teacher education programs. The College of Education and Liberal Arts will also play a key role in fulfilling the new vision to *capitalize on our unique location and mission as a regional state university to be a model for educational innovation and a preferred partner for U.S. and Canadian community and tribal colleges*. In particular, the School of General Studies and Liberal Arts will reinvigorate our associate degree programs as part of our charter to be both a community college and a university. Likewise, these majors have much greater potential for attracting community college and tribal college transfers as well as nontraditional students seeking an associate or bachelors degree – all areas for quick enrollment growth. Applications in General Studies and Liberal Arts are up 177% (353 versus 155). Throughout the listening sessions was a persistent theme of strengthening Native American studies and even reviving the Native American Studies minor. As an integral part of our history and culture, developing courses or units within courses that incorporate the culture of Native people will strengthen the bond between Native tribes in the EUP as well as throughout the state and even across the nation.

Rationale for the Five Colleges

1. Improves clarity and focus of marketing efforts. Declining enrollment has resulted from a combination of poor performance in admissions and retention and an inability to market programs due to too many programs with no clear identity and the effort to market LSSU as a liberal arts college. These five colleges will highlight our career and professional orientation, while retaining the importance of the liberal arts tradition. This structure will also facilitate LSSU designing more associate degree and certificate programs.

2. Creates synergy and collaboration among faculty that share common interests and sets the stage for enhancing current programs and designing new programs to increase enrollment. There are only two ways to increase enrollment: (a) recruit and retain more of the same kinds of students in the same programs and (b) recruit and retain new kinds of students in new programs. LSSU must do both (a) and (b). Moreover, the claim that “we can collaborate on programs with the current structure” has not materialized and there is nothing that indicates collaboration will happen. Collaboration has been at best episodic, with very little if any ongoing collaboration that spans many years. At the core of the five colleges model is synergy and collaboration, innovation and an entrepreneurial spirit. Eliminating departments and having one, two or three schools controlling the academic budget will create a different way to function and pave the way to be a leader in innovation and inter-school and inter-college collaboration. LSSU has

talented and dedicated faculty members who are more than capable to collaborate in new ways. This collaboration and resultant synergy can be invigorating and inspiring, offering new vitality to teaching and learning. Several of the initiatives associated with the five colleges can be models of innovation that will distinguish LSSU in the very competitive market of higher education.

3. LSSU must acknowledge that its roots and strength, attested to aggressively by retired faculty and staff, alumni and community leaders, are in professional and pre-professional programs and not as a liberal arts college. There are plenty of very good private liberal arts colleges in Michigan. LSSU's reputation since its founding in 1946 is as a practical, hands-on learning university that prepares graduates for good jobs. To change our reputation from practical skills to liberal arts will be very expensive and in the end, unsuccessful. Admitting and celebrating our strength as a place that prepares average and above average students to exceed their potential and secure a great job is not only our niche, it's what almost all parents and students want from a college education. We have many intellectually gifted and creative faculty members. This five colleges model should inspire them to develop innovative programs, but also general education courses that build on our inherent strengths and location and will distinguish LSSU as a leader in integrating the liberal arts tradition into professional and pre-professional programs of study.

4. Fall 2018 continuing enrollment will be 164 fewer than Fall 2017 due to the cumulative effect of several smaller entering classes in a row. Consequently, if the number of new students next year is the same as this year our enrollment will be 1,796. Fall 2019 continuing student enrollment will be 196 fewer than 2018. Consequently, if the number of new students is the same as this year our enrollment in Fall 2019 will be 1,600. Fall 2020 continuing student enrollment will be 125 fewer than 2019. Consequently, if the number of new students is the same as this year our enrollment will be 1,475 in Fall 2020 and at this level the future viability of LSSU is in jeopardy.

5. By contrast, if we increase the number of new students by 100 each of the next five years, the results will be as follows: 2018 with 164 fewer returning + 100 new = 1,896; 2019 with 126 fewer + 100 new = 1,870; 2020 with 110 more returning + 100 new = 2,080; 2021 with 200 more returning + 100 new = 2,380. This assumes the same retention, which is predicted to increase. Based on the fact that as of November 22, 2017 applications for Fall 2018 are double Fall 2017 (2,256 vs 1,128) it is not unreasonable to contemplate an increase of 150 new students, coupled with better retention, which could result in enrollments of 2,000 in 2018, 2,050 in 2019, 2,200 in 2020 and 2,450 in 2021.

6. "Disruptive Innovation" is a term coined by Clayton Christiansen at Harvard. Margaret Rouse defines disruptive innovation as "*the introduction of new technologies, products or services in an effort to promote change and gain advantage over the competition. In this context, the word disruptive does not mean to interrupt or cause disorder -- it means to replace. In the enterprise, disruptive innovation can be risky because it requires employees to embrace a radically different approach to product development or marketing. Often a product of out of the box thinking, disruptive changes can initially seem out of step with contemporary preferences but prove successful in their ability to create new market opportunities where none existed before. Modern examples of disruptive innovation include the development of mobile cellular telephones, digital cameras and e-book readers. Disruptive innovation is sometimes contrasted with the concept of continuous improvement, which focuses on achieving small, incremental changes in processes in order to improve efficiency and quality.*" At the heart of this strategic direction is disruptive innovation. In essence, for LSSU to move quickly from enrollment decline to immediate increase and from relatively unknown to establishing a reputation for hands on learning, we need something as dramatic and transformative as a disruptive innovation. This is the same kind of innovation that was highlighted in my op ed about LSSU being a prototype for innovation among Michigan's public universities – <https://www.lssu.edu/detroit-news-guest-editorial-leading-way-higher-ed/> Disruptive innovation is unsettling, but if we work together and trust one another, the unsettling quality can lead to some creative and interdisciplinary initiatives that will position LSSU as a progressive and dynamic university.

7. This five colleges model also encourages bold initiatives. Incorporating the Simulation Center into the Arts Center transforms an expensive facility to operate that has limited usage to a dynamic on-campus presence for simulation not only for nursing, but other allied health programs. Moreover, the Sim Center can develop much-needed new revenue streams, while the Arts Center will still serve its current theatre and performing venue needs because the simulation center will be on the first floor. Imagine repurposing this attractive facility to create an “International Allied Health and Medicine Simulation Center” serving not only our Nursing program but Medical Laboratory Sciences, Kinesiology, and new degree or certificate programs such as Occupational Therapy Assistant or Phlebotomist. During the summer, the auditorium could host large conferences in nursing and allied health, generating new revenue streams and establishing LSSU as a leader in medical-related simulation. We could and should increase the number of nursing students by 30 or 40 or more with an internationally recognized and promoted simulation center. As with all the ideas in this document, the focus is and must be on increasing enrollment by using all our resources – facilities, personnel, and money as wisely and creatively as possible. Everyone is encouraged to envision creative new ways to strengthen our academic programs, student services, and enrollment.

8. Roles and Responsibilities: There are currently six academic administrators: Provost, Associate Provost, Dean of Nursing, Fire Science & EMS, and Kinesiology including Parks & Recreation, Dean of the College of Arts and Sciences including all Arts, Humanities, Social Science and Science departments and programs, Associate Dean of Professional Studies including Business, Engineering, and Criminal Justice, and Assistant Dean of Arts & Sciences. There are also eleven (11) school or department chairs. In this strategic direction, six administrators (Provost and five deans, one of whom will also be associate provost and continue assisting with HLC accreditation) will play key leadership roles. They will be charged with working with faculty who share common interests, to enhance the curriculum and pedagogy for each college, thereby creating cutting edge programs, and actively recruit students. Other responsibilities include oversight of programs of study, evaluation of faculty, new program development, outreach to the respective industries associated with the college, and active recruitment of students and assistance with admissions marketing efforts. There will be a chair for each school (with the exception of the dean of Emergency Responders who will also serve as Chair of the programs in that college and the dean of Education and Liberal Arts who will chair the Arts & Letters and the Education schools) whose responsibilities include oversight of the curriculum, scheduling, faculty development, and assistance in recruiting students including enhancing marketing efforts of the programs in the school. The director of General Studies and Liberal Arts responsibilities will focus on recruiting and retaining students in these programs as well as assisting with Dual Enrollment. In essence, the current configuration, with a confusing and ineffective organization of programs that tries to be both a liberal arts college and a professional or pre-professional university, will be replaced by four focused career-oriented colleges and a fifth college with an emphasis on the liberal arts tradition and a catalyst for innovation in general education and interdisciplinary programs.

10. This strategic direction is intended to increase enrollment, improve teaching and learning, enhance the reputation of LSSU as an innovator, and revitalize faculty members who for too long have been under-appreciated and under-valued. This strategic direction document is a radical departure from our focus on departments as the primary structure. But a radical new structure is needed. As an advocate of disruptive innovation, LSSU needs disruption that aligns with our core strengths and heritage. This five colleges model accentuates our career programs, which is essential to growth. A rising tide lifts all boats and by focusing on our best known programs or those with quickest potential for growth, our reputation will be enhanced and other programs will begin to flourish.