



Strategic Direction for Lake Superior State University – 12/2/17

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 identify 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 minor 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. A \$3 million endowment not only provides much needed annual income to the school, it also brings 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 11/25/17

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 Wellbeing		College of Emergency Responders	College of Creativity and Collaboration		
School of Engineering and Technology	Lukenda School of Business	School of Science & Medicine	School of Natural Resources & Environment	School of Nursing	School of Wellbeing	School of Criminal Justice, Fire Science and Emergency Services	School of Arts & Letters, Humanit. Interdisc. Native St	School of Education	School General Studies and Liberal Arts
Computer Electrical Electric Tech Industrial Mechanical Manufacturing Manufac. Tech General	Accounting Bus Admin Entreprenr Finance International Management Marketing SmallBus Mg	BioChem Biology Chemistry Computr Sci Mathematics Med Lab Sci Fish Health Pre-Med Pre-Vet Pre-Pharm	Conserv Bio Env Health Env Science Fisheries & Wildlife Mgmt Geology Marine Tech Nat Res Tech Parks & Rec Physical Sci	Pre-Nursing BSN LPN	Kinesiology Health/Fit-ness PTA or OTA Political Sci Psychology Sociology Social Work	Corrections Homeland Security Law Enforcement Criminal Justice Fire Science AS Fire Science BS Paramedic Technology Paramedic Training	Comm. Creative-Writing English Fine Arts History Native Stu Interdis- ciplinary	Early C Elemen Secondr Special E	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 CJ, FS and EMS in that college. The Dean of the College of Creativity and Collaboration will oversee the College and will also serve as chair of both the Arts, Letters, Humanities 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 and specifically 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 CJ, adding business management as a minor for Fisheries or Conservation Biology, an Entrepreneur certificate for Kinesiology, 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 Fish Health, Forensic Chemistry, Medical Laboratory Science, and Pre-Med/Pre-Vet/Pre-Pharm in addition to careers requiring a BS or BA degree in Biology, Chemistry, Geology, Physics, 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 traditional majors (Biology, Chemistry, Geology, Physics, Computer Science, and Mathematics), while offering specific career options in Forensic Chemistry, Medical Laboratory Science, Fish Health and Pre-Med/Pre-Vet/Pre-Pharm. 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, Geology, and Physics 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 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 Wellbeing (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 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 wellbeing 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 health care jobs that require a BS degree. The Political Science major, while small, is growing (7 applications last year at this time; 36 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 Wellbeing school with Psychology and Sociology achieves these two goals. 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 Emergency Responders (Criminal Justice, Homeland Security, Fire Science, EMS, and Paramedic)

Calling it the College of Emergency Responders is intended to brand the program with a name that has a positive cache and 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 Creativity and Collaboration (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 Creativity and Collaboration places special emphasis on *crafting a life of personal fulfillment and generosity of self*. The School of Arts & Letters, Humanities, Interdisciplinary and Native Studies 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 Creativity and Collaboration 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. 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 course 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 college 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) 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 Creativity and Collaboration who will chair the Arts & Letters, Humanities, Interdisciplinary and Native Studies 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. The pace of our declining admissions has accelerated the past five years and if we do not change the way we function, our enrollment will be below 1,500 in 2020 and the viability of LSSU as an autonomous public university could be in jeopardy. 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 knows programs or those with quickest potential for growth, our reputation will be enhanced and other programs will begin to flourish.

11. Current admissions situation: On November 22, 2017, the daily admissions report recorded 2,256 applications versus 1,128 last year. However, 197 applications were not entered into Banner. Below is a comparison of between Fall 2017 and Fall 2018. Because some students list two majors and 197 of Fall 2018 applications are not included in the list, the total number of majors or programs is slightly different from the number of students. The overall increase in this list is 79.4%. Consequently, programs that show an increase greater than 80%, unless the number is small, show strong potential for growth. Some of those programs are General Studies and Liberal Arts combined are 281 vs 140 or 100%; Health/Fitness and Kinesiology are 82 vs 25 or 228%; Pre-Nursing is 311 vs 144 or 116%; Psychology + Social Work are 116 vs 50 or 132%; Business overall is up 97%; Biology Pre-Med and Pre-Vet are 205 vs 83 or 147%; Computer Science (including networking) is 65 vs 28 or 132%. PLEASE NOTE: it is still only November and the Royall marketing efforts were targeted at Fall ACT/SAT test takers and typically students in engineering take their SAT/ACT in the spring of their

junior year in high school. The other insight to be gained by this chart is that we need to engage everyone in converting these applicants to enrolled students. A strategy to involve faculty, staff and students in enrolling admitted students will be implemented after Thanksgiving break.

College	program1	major	Fall 2017	Fall 2018	%Change
College of Criminal Justice, Fire Science, EMS, and Paramedics	CJCO-A	Criminal Justice Corrections	8	4	-50%
	CJHS-A	Criminal Jus Homeland Security	3	6	100%
	CJHS-BS	Criminal Jus Homeland Security		1	
	CJLW-A	Criminal Justice Law Enforce	10	42	320%
	CJLW-BS	Criminal Justice Law Enforce	1	2	100%
	CJUS-BS	Criminal Justice	125	149	19.2%
	PTEC-AS	Paramedic Technology	5	5	0%
	PTRN-CER	Paramedic Training	2	5	150%
	FIRE-A	Fire Science	7	11	57.14%
	FSET-BS	Fire Science Engineer Tech	3		-100%
	FSGE-BS	Fire Science Generalist	16	22	37.5%
	FSGN-BS	Fire Science Generalist	1	2	100%
	College of CJ, FS, EMS Total			181	249
College of Education, the Arts, Humanities, Gen Studies, and Liberal Arts	COMM-BA	Communication	4	13	225%
	ECHD-A	Early Childhood Education	6	22	266.67%
	ECHD-BS	Early Childhood Education	11	19	72.73%
	EESE-BS	Elem Ed - Special Education	5	6	20%
	ELEM-BS	Elementary Education	20	23	15%
	ENGS-BA	English Language Literature	6	13	116.67%
	FINE-BA	Fine Arts Studies	6		-100%
	GNST-A	General Studies	7	36	414.29%
	GNST-BA	General Studies	13	41	215.38%
	GNST-BS	General Studies	76	96	26.32%
	HIST-BA	History	1	4	300%
	HIST-BS	History	4	3	-25%
	LANG-BA	Language Arts	2	13	550%
	LIBA-AA	Liberal Arts	15	12	-20%
	LIBU-AA	Liberal Arts	29	96	231.03%
	LITR-BA	Literature		2	
	LITC-BA	Literature - Creative Writing	11	8	-27.27%
	POLC-BA	Political Science	2	11	450%
	POLC-BS	Political Science	5	25	400%

Total College of Ed, A&H, Gen. Studies			223	443	98.65%
College of Health and Wellbeing	HFIT-A	Health/Fitness Specialist	1	13	1200%
	HLST-AS	Health Studies	11	29	163.64%
	HLTH-AS	Health Care Provider	1		-100%
	KINS-BS	Kinesiology	24	69	187.5%
	NURP-BS	Pre-Nursing	144	311	115.97%
	PNUR-CER	Practical Nursing	3		-100%
	PSYC-BA	Psychology	5	20	300%
	PSYC-BS	Psychology	38	66	73.68%
	SOCL-BA	Social Science	1	7	600%
	SOCL-BS	Social Science	1	11	1000%
	SOCY-BA	Sociology		5	
	SOCY-BS	Sociology	5	1	-80%
	SOWK-A	Social Work	7	30	328.57%
	SUBA-A	Substance Abuse Prev/Treatment		1	
	SPRT-BA	Sport and Recreation Mgmt	2		-100%
SPRT-BS	Sport and Recreation Mgmt	10		-100%	
Total College of Health and Wellbeing			253	563	122.53%
Engineering School	CENG-BS	Computer Engineering	18	22	22.22%
	EGEE-BS	Electrical Engineering	19	20	5.26%
	EGET-A	Electrical Eng Technology	1	6	500%
	EGET-BS	Electrical Eng Technology	3	7	133.33%
	EGME-BS	Mechanical Engineering	72	69	-4.17%
	EGMT-A	Manufacturing Eng Technology	1		-100%
	EGMT-BS	Manufacturing Eng Technology	9	8	-11.11%
	EGMU-CER	Manufacturing	6	4	-33.33%
	EGNR-A	General Engineering	12	12	0%
	EGNT-A	General Engineering Technology	2	1	-50%
	INDU-BS	Industrial Technology	3		-100%
	Engineering School Total			146	149
Lukenda Business School	ACTG-BS	Accounting	23	27	17.39%
	BUSE-BS	Business Adm-Entrepreneurship	10	14	40%
	BUSI-BS	Business Admin-Intl Business	2	11	450%
	BUSK-BS	Business Admin-Marketing	6	12	100%
	BUSM-BS	Business Admin-Management	17	34	100%

	BUSN-BS	Business Administration	5	23	360%
	FINC-BS	Finance and Economics	4	7	75%
	INTL-CER	International Studies	1	1	0%
	TATG-A	Technical Accounting	1	3	200%
	SBUS-A	Small Business Administration	8	22	175%
Lukenda Business School Total			78	154	97.44%
Natural Resources School	CNBI-BS	Conservation Biology	15	28	86.67%
	EHLT-BS	Environmental Health		4	
	EVRN-BS	Environmental Science	29	48	65.52%
	FISH-BS	Fisheries Wildlife Management	80	120	50%
	FSHL-BS	Fish Health	1	6	500%
	GEOL-BS	Geology	17	15	-11.76%
	MRTC-A	Marine Technology	1	1	0%
	NRTT-A	Natural Resources Technology	3	9	200%
	PARK-BS	Parks and Recreation	6	10	66.67%
	PHSC-BS	Physical Science	1	3	200%
Natural Resources School Total			153	244	59.48%
Science School	BCHM-BS	Biochemistry Pre-Professional	7	19	171.43%
	BIOL-BS	Biology	29	51	75.86%
	BIOM-BS	Biology	58	133	129.31%
	BIOV-BS	Biology	25	72	188%
	CHEM-A	Chemistry		1	
	CHEM-BS	Chemistry	7	12	71.43%
	CHMS-BS	Chemistry	2	1	-50%
	CNET-BS	Computer Networking	6	9	50%
	CSCI-A	Computer Science	1	14	1300%
	CSCI-BS	Computer Science	21	42	100%
	INNT-A	Internet/Network Specialist	1		-100%
	MHHS-BS	Mathematics	4	4	0%
	MATH-BS	Mathematics	5	3	-40%
	FCHM-BS	Forensic Chemistry	26	29	11.54%
	MEDL-BS	Medical Laboratory Science	2	11	450%
Science School Total			194	401	106.7%
Grand Total			1228	2203	79.4%

Implementation Plan

Implementation is always a work in progress. Even when a plan is completely implemented, the constantly changing environment will necessitate review and revision. The early stages of implementing a plan must be fluid, collaborative, and open to modification. In the case of a strategic direction, which by definition is a direction not a firm strategic plan, openness and collaboration are especially important. The Board of Trustees recognizes the need to adapt and modify this strategic direction and implementation plan. However, in approving this document, the Board is communicating to the campus community and the public, that significant changes in the current structure must be made if LSSU is to reverse the downward spiral of enrollment. Likewise the Board's approval in concept does not mean that the basic design can be altered or a substitute plan advanced. Moreover, the Board will insist that candidates for both the presidency and the provost position accept this strategic direction as part of their candidacy moving to the finalist stage. As noted in the presidential search discussion at the November 3, 2017 Board meeting, the trustees are seeking a president and a provost whose skill sets and experiences align with this strategic direction. With this perspective guiding the process, below is the first draft of an implementation plan.

Prior to December 15, 2017

1. Appoint deans of the five colleges, chairs of the schools, and the director of General Studies and Liberal Arts.

College of Innovation and Solutions

Dean – David Finley

Lukenda School of Business Chair – Mindy McCready

Engineering School Chair – Paul Weber

College of Science and the Environment

Dean and Associate Provost – David Myton, interim

Science School Chair – Barb Keller, interim

Natural Resources & Environment School Chair – Dennis Merkel, interim

College of Health and Wellbeing

Dean – Ron Hutchins

Nursing School Chair – Kathy Berchem

Wellbeing School Chair – Eric Statt, interim

College of Emergency Responders

Dean and School Chair – Ron Hutchins (Spring 18 only), interim

Dean and School Chair – National Search with an appointment expected on July 1, 2018

College of Creativity and Collaboration

Dean and School of Education and School of Arts & Letters, Humanities and Interdisciplinary Studies Chair – Donna Fiebelkorn, interim
 Director of General Studies and Liberal Arts School – Jillena Rose, interim

2. Create organizational chart.

Lake Superior State University – Academic Organizational Chart									
Provost									
College of Innovation and Solutions		College of Science and the Environment		College of Health and Wellbeing		College of Emergency Responders	College of Creativity and Collaboration		
Dean David Finley		Dean & Associate Provost David Myton		Dean Hutchins		National Search	Dean Fiebelkorn		
School of Engineering and Technology	Lukenda School of Business	School of Science & Medicine	School of Natural Resources & Environment	School of Nursing	School of Wellbeing	School of Criminal Justice, Fire Science and Emergency Services	School of Arts & Letters, Humanities Interdisci & Native Stu.	School of Education	School of General Studies& Liberal Arts
Paul Weber	Mindy McCready	Barbara Keller	Dennis Merkel	Kathy Berchem	Eric Statt	National Search	Donna Fiebelkorn	Donna Fiebelkorn	Jillena Rose

Prior to January 15, 2017

1. Develop job descriptions and goals for the deans, school chairs, and director of General Studies and Liberal Arts.
2. Meet with the new appointments to review job descriptions and goals, plus develop metrics and benchmarks to assess progress on goals with accountability standards integrated into the process.
3. Create a budgeting system that combines the current departmental structure and the new college structure.
4. Restructure Deans, Department Chairs, and Program Directors composition to reflect the new structure

Spring Semester 2018

1. College meetings the first week of classes and first and third weeks of January, February, March and April
2. School meetings the second week of classes and the second and fourth weeks of January, February, March, and April
3. Develop the first draft of the 2018-19 budget for colleges and schools of the academic budget by February 23, 2018
4. Deans collaborate with Senior Management Team in finalizing the budget by March 15, 2018
5. Oversee evolution and modification of the new academic structure in preparation for full implementation for 2018-19