

**2012 Action Plan
November 21, 2011**

Note: Some institutional goals also relate to the System Action Plan and are so noted (e.g., MnSCU goal 2.3). Similarly, some goals relate to the Strategic Framework initiatives and are also so noted (e.g., SFI 3).

<i>Initiative 1</i>	<i>Action Responsibility</i>	<i>Reporting Notes</i>
<i>Offer competitive, high quality, rigorous academic programs and services that provide students the versatility to shape a changing world and support the state and regional economies.</i>		
A. Continue the focus on discussion of student learning expectations, assessment of student learning outcomes and competencies, and resultant program improvements. Communicate these results across the University and to the community. (SFI 1)	Provost Blackhurst with Deans	<ul style="list-style-type: none"> • Up to date website with student learning outcome assessment and evidence of improvement meeting requirements for HLC, program assessments, VSA, and 6 year program reviews • Annual summary report of activity and results
B. Continue work on specialized program accreditation as applicable and on required periodic program reviews. (SFI 1)	Provost Blackhurst with Deans	<ul style="list-style-type: none"> • Summary of actions in annual division report.
C. Achieve accreditation from the Higher Learning Commission for online offering. (SFI 1)	Provost Blackhurst with Deans and Faculty	<ul style="list-style-type: none"> • Results of HLC Visit
D. Increase the number of online and hybrid courses by 5% over the previous year. (MnSCU goal 2.3) (SFI 1)	Deans with chairs and faculty	<ul style="list-style-type: none"> • AVP Bair work with deans to develop annual report template and generate report enabling comparison across years by department, college, level of course, and semester, including summer.
E. Continue the strong focus on and support for faculty mentoring and engaged learning (e.g., student	Deans with chairs and faculty	<ul style="list-style-type: none"> • Deans provide summary of type and quantity (e.g., number of students,

academic research conference, student participation in regional and national competitions). (SFI 1)		faculty) as part of annual college report.
F. Increase by 1% the percentage of students enrolled in one or more college level Science, Technology, Engineering, or Mathematics (STEM) course. (MnSCU goal 2.2)	Provost Blackhurst and Deans	<ul style="list-style-type: none"> Annual division report.
G. Increase the number of secondary teachers prepared for licensure in math and science. (MnSCU goal 2.2)	Provost Blackhurst with Deans Walseth and Malott	<ul style="list-style-type: none"> Annual division report.
H. Continue to work closely with community business leaders and Program/School/College Advisory Boards to assure that, within the scope of the institution's mission, curricula meet the changing needs of the area workforce. (MnSCU goal 3.3) (SFI 1; SFI 2; SFI 3)	President, Provost, and Deans with chairs and faculty	<ul style="list-style-type: none"> The annual strategic plan report will summarize results from employer sector meetings conducted in coordination with the Greater Fargo Moorhead Economic Development Corporation. In annual college reports, deans include a brief summary of advisory board meetings and any resultant impact on curricular currency.
I. Continue work with faculty and staff to review and, as necessary, reconfigure programs and curricula in order to meet current and future educational and workforce needs. (MnSCU goal 4.2) (SFI 2; SFI 3).	Deans	<ul style="list-style-type: none"> Include in annual college reports a summary of program and curricular changes and how they are related to better meeting current and future educational and workforce needs.
J. Increase the percent of related employment of graduates by 5% (MnSCU goal 3.1). (SFI 2; SFI 3)	VPs Solinger and Blackhurst with Deans and Alumni Foundation.	<ul style="list-style-type: none"> Improve career services to increase hosting of job fairs, internships, and assistance in resume writing and interviewing.

<i>Initiative 2</i>		
<i>Increase enrollment and student success, including underrepresented students. The number of enrolled students should reach 8,000 within the next seven to eight years with continued improvements in student success indicators.</i>		
A. Gradually increase both the number of new entering freshmen and the ACT score profile of the class. The Fall 2012 class should number 1200. In addition increase new transfer students with the goal for Fall 2012 of 700.	VP Solinger	<ul style="list-style-type: none"> Enrollment reports
B. Improve retention and graduation rates (4, 5, and 6 year) across colleges and for the campus as a whole, starting with a 2% increase over last year in fall to fall retention of new entering freshmen. (SFI 2)	Provost Blackhurst, Deans, and the Task Force on Graduation and Retention Rate Improvement	<ul style="list-style-type: none"> Annual reports on graduation and retention rates
C. Increase recruitment of underrepresented students by 1% over last year. (MnSCU goal 1.1) (SFI 1)	VP Solinger	<ul style="list-style-type: none"> Disaggregated admissions and retention data.
D. Increase retention of underrepresented students by 2% over last year. (SFI 1; SFI 2)	AVP Brown working with VP Wiese.	<ul style="list-style-type: none"> Disaggregated admissions and retention data.
E. Continue to support the current level of student participation in learning communities. (SFI 2)	Dean Gorsline working with Directors Phillips and Michael	<ul style="list-style-type: none"> Dean Gorsline to include summary in annual report including number of students and communities, including non-residential learning communities.
F. Continue implementation of the Residential Life Master Plan to renew our facilities and support recruitment and retention.	Director Phillips with VPs Solinger and Mahoney	<ul style="list-style-type: none"> Include summary of plan progress in annual report of Enrollment Management Division
G. Implement strategic plan in Athletics to improve program quality and leverage resources for scholarships.	AD Peters	<ul style="list-style-type: none"> Annual report.

H. Increase transfer success for qualified students by improving compliance with the MnSCU transfer curriculum. (MnSCU goal 1.4) (SFI 1; SFI 2)	Provost Blackhurst and Deans working with faculty and various faculty committees	<ul style="list-style-type: none"> • AVP Bair will work with the deans to develop a reporting structure that integrates with the system dashboard and allows for college and campus level monitoring of progress.
I. Support student retention and success through a robust program of student activities and support including orientation for new students, programs to promote pro-social behavior, intramural sports, and student activities.	VPs Solinger and Wiese and their divisions	<ul style="list-style-type: none"> • Annual reports of both the Student Affairs and Enrollment Management Divisions will summarize programming and participation.
<i>Initiative 3</i>		
<i>Strengthen our relationships with key stakeholders, including alumni, other donors, neighborhood groups, and the business community.</i>		
A. Support regional vitality by contributing artistic, cultural and civic assets. (MnSCU 3.2)	VPs	<ul style="list-style-type: none"> • Listing of events as part of annual report.
B. Develop a plan to increase alumni engagement.	VP Huth	<ul style="list-style-type: none"> • Annual report.
C. Increase alumni on-line communication.	VP Huth	<ul style="list-style-type: none"> • Annual report.
D. Increase donations to the Alumni Foundation by 5% over FY11 using total gifts to unrestricted, restricted and endowed funds. (SFI 3)	VP Huth and President	<ul style="list-style-type: none"> • Monthly reports monitoring donations, total number of donors and alumni giving.
E. Develop a baseline of the number of alumni giving to track and increase the percentage of alumni giving by 5% over FY11.	VP Huth	<ul style="list-style-type: none"> • Same report as above.
F. Continue to develop positive town gown relationships. (SFI 2)	President	<ul style="list-style-type: none"> • Reports on advisory groups, business breakfasts, etc.
G. Continue to improve the perception of the university to internal and external stakeholders through a	Executive Director of Marketing and	<ul style="list-style-type: none"> • Reports on accomplishments.

state-of-the-art marketing and publications program as well as a navigable and useful website.	Communications	
<i>Initiative 4</i>		
<i>Continue to develop infrastructures that are sustainable through difficult economic times as well as consistent with the caring community that is MSUM.</i>		
A. Maintain a sustainable budget in which expense projections are below revenue projections and reserves are maintained to address unforeseen circumstances. Increase the Board required reserve from 4.5% to 6.5%. (SFI 3)	VP Mahoney, President, Cabinet	<ul style="list-style-type: none"> • Annual budget plan
B. Continue focus on efficiency of expenditures (e.g., department cost recovery ratios) and operating budgets. (SFI 3)	VPs, Deans, and AVPs	<ul style="list-style-type: none"> • Reports of NIBAC, AABAC, and LEAN.
C. Continue improvements in energy efficiency using benchmarking tools to document change. (SFI 3)	VP Mahoney with Director Goebel	<ul style="list-style-type: none"> • Energy efficiency and savings will be reported annually.
D. Maintain and/or improve the university's overall fiscal health as evidenced by the Composite Financial Index (CFI) and university reserves. Specifically, achieve a 5-year average CFI of 2.42. (SFI 3)	VP Mahoney with Cabinet	<ul style="list-style-type: none"> • CFI and reserves will show evidence of stable and/or improved financial health.
E. Improve the condition of the campus by decreasing deferred maintenance and addressing other needs, such as signage. Decrease the University FCI from .18 to .17	VP Mahoney along with VPs Wiese and Solinger	<ul style="list-style-type: none"> • FCI will improve.
F. Continue to implement and assess internal controls for business practices to ensure accountability and alignment with Board policies and state law.	Cabinet	<ul style="list-style-type: none"> • Report on internal control efforts included in administrator annual reports.
G. Continue to engage faculty, staff,	Cabinet	<ul style="list-style-type: none"> • Summaries of meetings

<p>bargaining units, and students in conversations and joint problem solving towards continuous improvement. (MnSCU Goal 4.2)</p>		<p>with bargaining units and Student Senate.</p>
<p>H. Develop a state of the art Human Resources Office that fully complies with all System, state, and federal requirements.</p>	<p>Director Muenchow with Sr. Exec</p>	<ul style="list-style-type: none"> • Director and staff will be hired, self-service e-services will be in place, the university will participate in Neo-Gov system of web based application for employment process, thereby creating better pools of candidates, and data reports will be generated for managers and supervisors to assist them in the management of the workforce.