

SUMMARY OF STRATEGIC INITIATIVES

STRATEGIC AREA	INITIATIVES
1. Academic Program Development	1.1. Formulate a clear and concise rationale for the development of new academic programs.
	1.2. Develop curricular initiatives that foster academic excellence through a cohesive undergraduate educational experience within an intellectual environment that prepares students to think critically, creatively, and ethically that will lead to continual learning throughout their lives.
	1.3. Enhance and support the quality of graduate education by providing appropriate resources and infrastructure that will further academic excellence in research, creativity, scholarship, and instruction.
2. Community Engagement and Public Relations	2.1. Incorporate community engagement activities into the culture of the University.
	2.2. Provide or expand professional programs for the community.
	2.3. Create a culture that embraces the involvement of the community in the University.
3. External Funds	3.1. Build stronger relationships with current University supporters, while also creating opportunities for new relationships.
	3.2. Increase the awareness of the internal campus community to the benefits and accessibility of external funding.
	3.3. Identify Institutional Priorities.
	3.4. Establish more effective communication between IA and SPAR.
	3.5. Encourage, enable and reward faculty and staff who obtain external funding to support academic or programmatic endeavors that support the strategic plan.
	3.6. Formalize policies, procedures and rewards for grant activities through a SPAR Advisory Board composed of representatives from all of the University's major constituents.

STRATEGIC AREA	INITIATIVES
4. Faculty Development, Research, Scholarship, and Creative Activity	4.1. Enhance and promote a culture of excellence in scholarship, creativity and teaching.
	4.2. Attract, retain, support and develop a diverse faculty who are strong teachers, scholars, and participants in the life of the University and the wider community.
5. Fiscal, Human and Facilities Resources	5.1. Streamline fiscal responsibility and accountability.
	5.2. Enhance the professional development of all staff.
	5.3. Optimize the use of academic space.
	5.4. Enhance overall staffing levels to adequately maintain existing and planned facilities.
6. Institutional Effectiveness	6.1. Improve basic management functions of planning, organizing, leading, systematizing and staffing through collaboration, individually with employees and collectively with their unions and representative bodies.
	6.2. Establish mechanisms to formalize and regularize the creation and review of all policies.
	6.3. Enhance storage, retrieval and access to data to inform institutional decision-making assuring that all University stakeholders have immediate access to up-to-date, complete, and relevant institutional data..
	6.4. Create a state-of-art technology environment that enhances institution-wide efficiency and effectiveness.
	6.5. Promote student retention and success by providing students with a supportive campus environment that effectively and efficiently functions on their behalf.
	6.6. Increase client satisfaction by improving overall support services for students and employees.
	6.7. Create a culture of accountability by increasing compliance with University policies and procedures, clarifying lines of authority, providing recourse to those who suffer from lack of compliance, and holding individuals at all levels accountable.

STRATEGIC AREA	INITIATIVES
7A.Information Technology	7.A.1. Make effective use of technology to improve University services.
	7A.2. Establish a university-wide advisory committee for information technology that encompasses all constituents of the university.
7B.Library	7.B.1. Identify technology dependent projects and the appropriate campus technology providers necessary to complete them.
	7B.2. Develop a comprehensive program of library instruction that helps to develop student abilities in information literacy, research, and life-long learning skills..
	7B.3. Initiate internal and external assessments of the Library collection in all formats, employing in-house systems and cost-effective commercial products to assist in identifying areas of excellence, as well as areas for further development.
8. Marketing and Niche Development	8.1. Create a comprehensive integrated marketing plan that communicates a clear image of the University's mission and vision.
	8.2. Develop a plan to identify the evolving needs in professions/disciplines/fields with respect to the University's programs.
	8.3. Engage key constituent groups in fostering awareness and ownership of the Strategic Plan.
	8.4. Initiate a research cycle with key external and internal stakeholder groups to support monitoring and implementation of the Strategic Plan.
9. Student Life and Support Services	9.1. Attract and retain a highly qualified, economically and culturally diverse student population.
	9.2. Improve the learning experience and achievement of SCSU students and improve student support services to enhance the academic mission and function of the University.
	9.3. Develop programs to enhance the experience of first-year students to improve retention and academic achievement.
	9.4. Create an organized and integrated process flow for enrollment management.

STRATEGIC AREA	INITIATIVES
10. Teaching, Learning and Assessment	10.1. Help all faculty improve teaching and advising by creating a <i>Center for Teaching Excellence</i> .
	10.2. Increase resource allocation to support teaching and learning.
	10.3. Raise standards and increase retention.
	10.4. Create a “First Year Experience”.

LISTING OF STRATEGIC INITIATIVES

STRATEGIC AREA: 1. Academic Program Development

INITIATIVE	ACTION STEPS
1.1. Formulate a clear and concise rationale for development of new academic programs.	1.1.1. Through a process of shared governance, adopt specific, systematic criteria for the development of new academic programs in pursuit of academic excellence that foster a vital intellectual culture.
	1.1.2. Explore the creation of new programs which meet the needs of students and are consistent with the growth of the University and its mission.
1.2. Develop curricular initiatives that foster academic excellence through a cohesive undergraduate educational experience within an intellectual environment that prepares students to think critically, creatively, and ethically that will lead to learning throughout their lives.	1.2.1. The General Education Task Force finalizes the revision of the General Education Program.
	1.2.2. Promote and support the value of full-time faculty teaching in the General Education Program.
	1.2.3. Prepare students to be intellectually and empathetically engaged in a global society through the support of curricular initiatives that enrich inquiry into global issues and perspectives.
	1.2.4. Integrate interdisciplinary learning across all programs. (See also section 4.1.5)
	1.2.5. Create a General Studies program, separate and distinct from the Liberal Studies program, for students not enrolling in individual majors.

INITIATIVE	ACTION STEPS
1.3. Enhance and support the quality of graduate education by providing appropriate resources and infrastructure that will further academic excellence in research, creativity, scholarship, and instruction.	1.3.1. Provide competitive assistantships and fellowship support for graduate students, and extend eligibility to part-time students. (See also section 9.2.3)
	1.3.2. Evaluate and revise, as necessary, the Graduate Council Program Standards with consideration for variations among the disciplines.
	1.3.3. Ensure that all graduate programs meet the Graduate Council Program Standards with recommendations of “Continuing Approval.”
	1.3.4. Improve the quality of students accepted into graduate programs.
	1.3.5. Build interdisciplinary connections anchored in the mission of the University that will create an intellectual ethos.
	1.3.5. Make available support services to students at all times classes are in session. (See also section 6.5.3)

STRATEGIC AREA: 2. Community Engagement and Public Relations

INITIATIVE	ACTION STEPS
2.1. Incorporate community engagement activities into the culture of the University.	2.1.1. Set up an Office of Community Engagement with staff knowledgeable to refer issues to the right places.
	2.1.2. Provide volunteer opportunities in the community.
	2.1.3. Promote the Office of Community Engagement externally and internally.
	2.1.4. Incorporate community engagement activities into the curriculum.
	2.1.5. Add language in the mission statement to reflect commitment to community engagement.
	2.1.6. Recognize activities of University personnel involved in community engagement activities.
	2.1.7. Create a mechanism for recognizing excellence in community engagement activities.
2.2. Provide or expand professional programs for the community	2.2.1. Inventory those programs currently being offered.
	2.2.2. Identify the needs of the community for professional programs.
2.3. Create a culture that embraces the involvement of the community in the University.	2.3.1. Provide community access to the resources and services of the University
	2.3.2. Provide volunteer activities for the community on the campus.

STRATEGIC AREA: 3. External Funds

INITIATIVE	ACTION STEPS
3.1. Build stronger relationships with current University supporters, while also creating opportunities for new relationships.	3.1.1. Hold receptions in strategically selected locations to foster an increased interest in SCSU from alumni.
	3.1.2. Use existing alumni events to further engage current donors.
	3.1.3. Create new opportunities and events to engage new supporters.
	3.1.4. Rewrite SPAR Director’s Job Description to include creating and maintaining contacts and alliances with funding agencies and attendance at conferences and events to promote SCSU research interests.
	3.1.5. Bring Federal and State funding Agencies to Campus for training and seminars ... particularly NSF, NIH, NEH, and U.S. Department of Education
3.2. Increase the awareness of the internal campus community to the benefits and accessibility of external funding.	3.2.1. Create a method of communicating where Institutional Advancement can routinely share its successes, programs, and appeals to the campus community.
	3.2.2. Increase the outreach by the Development Office to faculty and staff that would inform faculty and staff about the Development process.
	3.2.3. Publish clear and consistent policies for faculty and staff seeking outside funding through grants or gifts.
	3.2.4. Provide continuous outreach to faculty and staff regarding grant opportunities and available support and assistance.

INITIATIVE	ACTION STEPS
3.3. Identify Institutional Priorities.	3.3.1. Identify Institutional needs and priorities to provide the direction needed by the Development staff when building a case for external funds from alumni, parents, community leaders, corporations, and foundations.
	3.3.2. Utilize institutional priorities to guide SPAR in seeking out appropriate institutional and faculty external grant opportunities, prioritize outgoing proposals and evaluate projects for institutional support based upon relevance to the institution's needs.
3.4. Establish more effective communication between IA and SPAR.	3.4.1. Establish a monthly moves management meeting for discussion of Foundations.
	3.4.2. Establish procedures and guidelines for contacting both offices when a proposal has been submitted or is in the process of being created.
	3.4.3. Define the areas of responsibility for Institutional Advancement and SPAR to avoid confusion or duplication when submitting grant and funding proposals.
3.5. Encourage, enable and reward faculty and staff who obtain external funding to support academic or programmatic endeavors that support the strategic plan.	3.5.1. Revise the formula for distribution of Collected Indirect Costs.
	3.5.2. Establish a fund in SPAR to hire a pool of grant writers with various areas of expertise, to provide writing services for faculty and institutional proposals.
	3.5.3. Institute a standard language for schools and departments on SPAR website.

INITIATIVE	ACTION STEPS
	3.5.4. Establish and publish a pre-award manual on SPAR website.
	3.5.5. Re-establish grant development release time allocated to SPAR for enlisting faculty to spearhead institutional proposal efforts.
3.6. Formalize policies, procedures and rewards for grant activities through a SPAR Advisory Board composed of representatives from all of the University's major constituents.	3.6.1. Appoint an Advisory Board with representation from academic schools, Student Affairs, Facilities, Institutional Advancement, Finance & Administration, and Human Resources.
	3.6.2. Change the Advisory Board to develop procedures for the use of indirect costs, and the selection of awardees, as well as to assist in: developing new procedures, establishing external relationships, setting goals, bench-marking, and continuous self-assessment and improvement of services.

STRATEGIC AREA: 4. Faculty Development, Research, Scholarship, and Creative Activity

INITIATIVE	ACTION STEPS
4.1. Enhance and promote a culture of excellence in scholarship, creativity and teaching.	4.1.1. Establish a Center for Excellence in Teaching, Learning and Professional Development.
	4.1.2. Increase resources available for faculty research.
	4.1.3. Communicate available resources to faculty more effectively.
	4.1.4. Increase opportunities and support for student-faculty research.
	4.1.5. Increase the array of interdisciplinary programs to share research, promote the exchange of ideas, and enrich the academic experience on campus. (See also section 1.2.4)
4.2. Attract, retain, support and develop a diverse faculty who are strong teachers, scholars, and participants in the life of the University and the wider community.	4.2.1. Enhance faculty recruitment, orientation, and development efforts.
	4.2.2. Increase opportunities for faculty from protected classes.
	4.2.3. Enhance services for faculty who are novice grant seekers. <i>(move to section 3?)</i>

STRATEGIC AREA: 5. Fiscal, Human and Facilities Resources

INITIATIVE	ACTION STEPS
5.1. Streamline fiscal responsibility and accountability.	5.1.1. Appoint a Process Improvement Team with key users to identify changes needed to improve all processes related to budgets.
	5.1.2. Enhance budget training for Banner Org managers.
	5.1.3. Establish regular/quarterly reviews of budget positions, and review allocated budget to actual expenses.
	5.1.4. Revise approval forms so that the Dean/Manager is last sign off on forms to streamline process and increase efficiency in processing requests.
	5.1.5. Continue to review SPAR procedures to further streamline processes related to fiscal resources for grants. <i>(move to section 3?)</i>
5.2. Enhance the professional development of all staff.	5.2.1. Create an administrative manual so policies and procedures are explicit and available to all employees.
	5.2.2. Create/review organizational charts and distribute appropriately. (See also section 6.1.1)
	5.2.3. Conduct regular training sessions on topics of need.
	5.2.4. Establish employee recognition programs.
	5.2.5. Implement a tuition waiver program for staff who currently do not have this benefit.
	5.2.6. Establish more formal mentoring programs for all employees.
	5.2.7. Improve performance review process currently in place or all non-faculty employees.
	5.2.8. Establish performance review processes for employees who currently are not regularly reviewed.

INITIATIVE	ACTION STEPS
	5.2.9. Coordinate searches for all positions (faculty and staff) through human resources to streamline the process and enhance efficiency and effectiveness.
5.3. Optimize the use of academic space.	5.3.1. Review the available space utilization study to identify current use of space and determine ways to optimize the use of existing space.
	5.3.2. Review process of scheduling classes and its impact on traffic flow to and off campus.
	5.3.3. Propose changes to scheduling that would maximize existing academic space.
5.4. Enhance overall staffing levels to adequately maintain existing and planned facilities.	5.4.1. Review the available space utilization study regarding needed staffing levels.
	5.4.2. Address deficiencies in staffing when planning for budgets.
	5.4.3. Develop a preventative maintenance plan for all facilities.

STRATEGIC AREA: 6. Institutional Effectiveness

INITIATIVE	ACTION STEPS
6.1. Improve basic management functions of planning, organizing, leading, systematizing and staffing through collaboration, individually with employees and collectively with their unions and representative bodies	6.1.1. Review reporting structures, responsibilities of units and staffing levels. (See also section 5.2.2)
	6.1.2. Collaboratively make adjustments to reporting structure, responsibilities and staffing levels to minimize conflicts between formal and informal reporting structures and to improve logical coherence, efficiency and effectiveness relative to the mission and strategic plan.
	6.1.3. Collaboratively establish an institutional mission statement that will serve over a period of decades to inform future strategic planning and management.
	6.1.4. Institutionalize collaborative strategic planning for the institution in support of its mission.
	6.1.5. Institute collaborative unit planning in support of the institutional plan.
	6.1.6. Assure that mission and resources (human, physical and financial) drive the strategic plan and that the plan drives budgeting.

INITIATIVE	ACTION STEPS
	6.1.7. Implement collaborative management style at all levels of management: good faith negotiations with unions, representative bodies and employees in affected unions.
6.2. Establish mechanisms to formalize and regularize the creation and review of all policies.	6.2.1. Establish structures and mechanisms to develop and maintain an easily accessible inventory of all SCSU policies and procedures.:
	6.2.2. Provide a “clearinghouse” for all policy and procedure development on campus.
	6.2.3. Create a system to field-test and obtain input from end-users and other constituents of SCSU policies and procedures.
	6.2.4. Investigate how other academic institutions develop policies and procedures in similar instances.
	6.2.5. Critically analyze and question new and existing policies and procedures for necessity, efficacy, practicality, functionality and compliance with the Academic Impact Statement.
	6.2.6. Review CSU and State policies and procedures and determine how these impact SCSU policies and procedures.
	6.2.7. Create a plan to communicate new and existing policies and procedures to end-users and constituents.
6.3. Enhance storage, retrieval and access to data to inform institutional decision-making by assuring that all University stakeholders have immediate access to up-to-date, complete, and relevant institutional data.	6.3.1. Integrate the PeopleSoft, Banner, and MySCSU software platforms.
	6.3.2. Place all University-wide reports and analyses on an internal stakeholder section of the website of the Office of Assessment and Planning.

INITIATIVE	ACTION STEPS
	6.3.3. Create a shared drive for University-wide datasets; and determine who should have access to this shared drive.
	6.3.4. Be proactive in installing technology upgrades to assure no interruption of service to students, faculty, and staff.
	6.3.5. Link more closely the Office of Assessment and Planning, OMIR, Institutional Research, and IT.
	6.3.6. Designate one SCSU office to have institutional oversight of all surveys, research studies, and data collection conducted on behalf of the institution.
	6.3.7. Make IT project plans and schedules easily available to the campus community so that users know where they are in the schedule and can plan accordingly.
	6.3.8. Maintain an IT project plan/schedule for the campus community to view and a process by which academic/administrative users submit projects to the IT area.
	6.3.9. Combine academic and administrative computing.
	6.3.10. Establish one username and password for each person on campus for all the different systems.
6.4. Create a state-of-art technology environment that enhances institution-wide efficiency and effectiveness.	6.4.1. Assess technology needs, prioritize and prepare a formal written technology development plan. (See also section 7.A.2.3)
	6.4.2. Identify, implement and support new instructional technology initiatives.

INITIATIVE	ACTION STEPS
	6.4.3. Identify and implement technologies which will streamline/automate all administrative processes, eliminating paper processing for basic business transactions.
	6.4.4. Create a nimble and service-oriented web for campus constituencies.
	6.4.5. Implement a fully integrated student information management system, assuring effective and efficient applications in the enrollment management and student service (advising, registrar, financial aid, student accounts) functions.
	6.4.6. Provide education and training for University personnel to become effective users of the technologies outlined above.
	6.4.7. Provide access to resources both in print and digital format for student/faculty information and learning needs in a highly effective library environment.
6.5. Promote student retention and success by providing students with a supportive campus environment that effectively and efficiently functions on their behalf.	6.5.1. Provide students with a year-long First-Year Experience that would guide them in accessing the services that they need, and also provide them with clear messages about SCSU's mission, values, and expectations. (see also section 9.3.2, 10.4)
	6.5.2. Adopt and implement in departments and administrative offices a more responsive and timely approach to assisting students.
	6.5.3. Align the hours of operation of campus services with the needs of the students, including those attending evening classes or classes on weekends.
	6.5.4. Staff the Information Desk in the Student Center with seniors and/or students who are able to guide other students to the appropriate administrative offices that are responsible for addressing their queries available during the evening hours as well.

INITIATIVE	ACTION STEPS
	<p>6.5.5. Review the student advisement process and implement an intrusive academic advisement system. (See also section 9.2.1, 9.3.1., 10.1.1)</p>
	<p>6.5.6. Promote a shared responsibility among everyone on campus to provide students with informed and accurate information in a service-oriented manner. Provide all SCSU employees with an annotated guide to services that are provided to the students.</p>
	<p>6.5.7. Promote a supportive campus environment that fosters student retention by more fully understanding the students—where they come from, their talents, and when and where they need help.</p>
	<p>6.5.8. Identify the specific information students need to be active participants in the SCSU community and provide the information conveniently via IT sources and interaction with a “live” person with whom they can communicate.</p>
<p>6.6. Increase client satisfaction by improving overall support services for students and employees.</p>	<p>6.6.1. Distribute biweekly progress reports on work orders, including a good faith estimate when the work will be completed and notification when work is completed. Track the number and type of work orders, the amount of time it takes for them to be filled, and how consistent this is with the work estimates.</p>
	<p>6.6.2. Distribute prompt email notification of decisions made or actions taken to those requesting the decisions or actions and others affected by them, thereby prompting response to issues raised. Use electronic signatures on web-based forms to enable identification of failure to respond in a timely manner to requests.</p>

INITIATIVE	ACTION STEPS
	6.6.3. Supplement NSSE and HERI surveys with regular student and employee surveys focusing specifically on the performance of support services and the administration (along the lines of the Faculty Senate survey of faculty about satisfaction with the performance of the administration). The results of these surveys should be publicly disseminated and the administration should state their plans for addressing these results.
	6.6.4. Fill the Ombudsperson position and expand or duplicate its role to accept and investigate complaints concerning student services and support services for employees, and make recommendations to the President or senior level designee about increasing resources and consequences for unresponsive service providers (see Initiative #7). These recommendations should be publicly available, with the exception of material covered by privacy laws. (See also section 6.7.1)
	6.6.5. See also the Initiatives concerning Streamlining Business Transactions, and Transparency and Accessibility of Information.
6.7. Create a culture of accountability by increasing compliance with university policies and procedures, clarifying lines of authority, providing recourse to those who suffer from lack of compliance, and holding individuals at all levels accountable.	6.7.1. Fill Ombudsperson position and expand or duplicate its role to accept and investigate complaints about the performance of support services and the failure to implement or comply with University policies and procedures or lines of authority, and to make recommendations to the Provost about consequences for those responsible. These recommendations should be publicly available, with the exception of material covered by privacy laws (see 4). (See also section 6.6.4)
	6.7.2. Conduct regular student and employee surveys focusing specifically on the performance of support services and the administration. The results of these surveys will be publicly disseminated, with the exception of material covered by privacy laws, and the administration should state their plans for addressing these results (See also section 6.6.4).

INITIATIVE	ACTION STEPS
	6.7.3. Develop a template for eliciting feedback on biannual evaluations of administrators. Evaluators will be heavily encouraged to seek input from subordinates and other interested parties.
	6.7.4. Produce and distribute quarterly reports by the administration on the issues raised to the Ombudsperson and in the surveys concerning accountability and compliance and what is being done about them.

STRATEGIC AREA: 7A. Information Technology

(see also sections 6.3 and 6.4 for other technology initiatives)

INITIATIVE	ACTION STEPS
7.A.1. Make effective use of technology to improve University services.	7A.1.1. Establish and provide better data collection and analysis, methods, processes, tools and decision support systems.
	7A.1.2. Improve Banner interfaces for relevant applications and projects.
	7A.1.3. Provide increased training opportunities to better support the University mission.
7A.2. Establish a University-wide advisory committee for information technology that encompasses all constituents of the University	7A.2.1. Assess use of technology to promote responsible use of time and resources.
	7A.2.2. Create workgroups to promote collaborative uses of technology.
	7A.2.3. Develop IT Strategic Plan with yearly status updates. (See also section 6.4.1)

STRATEGIC AREA: 7B. Library

INITIATIVE	ACTION STEPS
7.B.1. Identify technology dependent projects and the appropriate campus technology providers necessary to complete them.	7.B.1. Identify which campus organizations have the ability to reach patrons, as well as which organizations are vital to our use of technology.
	7.B.2. Identify and rank new library technologies to be pursued and evaluate new resources in use.
	7.B.3. Identify library stakeholders and pursue creative ways to communicate new services and collections.
	7.B.4. Improve timely communication from information technology providers relating to issues that impact library services.
7B.2. Develop a comprehensive program of library instruction that helps to develop student abilities in information literacy, research, and life-long learning skills	7B.2.1. Educate SCSU students to recognize when information is needed, and to have the ability to locate, evaluate, and use effectively the needed information.
	7B.2.2. Offer course-integrated library instruction to students, focusing on research in the various disciplines, and provide faculty with course-related library resources and tools to facilitate instruction and research.
	7B.2.3. Provide various modes of delivery of instruction, ensuring the information is delivered at the student's point of use.

INITIATIVE	ACTION STEPS
<p>7B.3. Initiate internal and external assessments of the Library collection in all formats, employing in-house systems and cost-effective commercial products to assist in identifying areas of excellence, as well as areas for further development.</p>	<p>7B.3.1. Develop Conceptual Collection Development framework for each academic department in the University.</p>
	<p>7B.3.2. Identify one academic department from each school to serve as a model for both internal and external assessments.</p>
	<p>7B.3.3. Evaluate and acquire the necessary commercial services to assist in the external assessment phase.</p>

STRATEGIC AREA: 8. Marketing and Niche Development

INITIATIVE	ACTION STEPS
8.1. Create a comprehensive integrated marketing plan that communicates a clear image of the University's mission and vision.	8.1.1. Develop a process to identify points of pride/vivid descriptors, target audiences, and target geographies based upon the University's mission and vision statements.
	8.1.2. Conduct research to identify baseline perceptions of the University. Survey identified target audiences in targeted geographical areas.
	8.1.3. Conduct research to determine SCSU's competitive position and what target audiences value.
	8.1.4. Form a University-wide marketing team to monitor and evaluate the effectiveness of the integrated marketing plan and recommend modifications as needed.
	8.1.5. Define/identify internal and external communication goals for how to influence, inform or move a target audience. Continually assess the effectiveness of the communication goals.
	8.1.6. Create a media mix that best reaches target audiences with the message for them.
	8.1.7. Establish research cycle to check progress on marketing goals and to identify and track marketing changes that may be necessary.
8.2. Develop a plan to identify the evolving needs in professions/disciplines/ fields with respect to the University's programs.	8.2.1. Conduct annual survey with Southern's key employers.

INITIATIVE	ACTION STEPS
	8.2.2. Acquire the necessary technical system/support to better meet employer and student needs as well as analyze ongoing data. (See also section 6.3)
	8.2.3. Expand employer Advisory Boards to include all academic departments to provide ongoing input regarding academic program offerings.
	8.2.4. Work more closely with the Connecticut Department of Labor regarding their research on workforce trends.
	8.2.5. Continue annual surveys of recent Southern graduates and expand surveys to include all academic departments.
	8.2.6. Develop a data-driven process to identify academic programs that best meet workforce and economic needs of our community.
	8.2.7. Expand experiential education programs campus-wide.
	8.2.8. Promote and celebrate department accreditation achievements among entire campus community.
8.3. Engage key constituent groups in fostering awareness and ownership of the Strategic Plan. (See also section 3)	8.3.1. Build coordinated networks of supporters on and off campus who represent current and possible future stakeholder groups of SCSU . (See also section 3.1)
	8.3.2. Work with University leaders at all levels to identify priorities implied in the vision and mission statements and to ensure that work efforts clearly focus on those priorities.
	8.3.3. Recognize, celebrate, and promote the accomplishments of students, faculty, staff and organizations within the University community.
	8.3.4. Develop a network of key community leaders who would be willing to serve as individuals (benefactors) interfacing with the community on behalf of the University.

INITIATIVE	ACTION STEPS
	8.3.5. Increase public recognition of University supporters through special publicity efforts related to their professional and personal accomplishments.
	8.3.6. Communicate the positive culture of the University through continual efforts to tell the SCSU story, its traditions, culture, stories, rituals, ceremonies, and myths, all serving to build an enhanced public perception of the work of the University.
	8.3.7. Develop an information outreach plan, including opportunities such as speakers before community groups. Develop a set of messages for employees to present in their presentations and networking efforts.
	8.3.8. Forge specific University connections with major community groups, schools, hospitals, non-profits, Chamber, corporate benefactors etc.
	8.3.9. Expand efforts to develop a strong, loyal and supportive alumni base.
8.4. Initiate a research cycle with key external and internal stakeholder groups to support monitoring and implementation of the Strategic Plan.	8.4.1. Identify key data sources that will guide implementation efforts in the strategic plan.
	8.4.2. Develop a research agenda to determine what we are we trying to find out and why.
	8.4.3. Develop coordinated research strategies.
	8.4.4. Develop a web-based central research center.
	8.4.5. Tap internal and external expertise in the interpretation of data sources to relate it to the appropriate Strategic Plan initiatives.

STRATEGIC AREA: 9. Student Life and Support Services

INITIATIVE	ACTION STEPS
9.1. Attract and retain a highly qualified, economically and culturally diverse student population.	9.1.1. Create a user friendly admissions process.
	9.1.2. Improve University image within the state to promote its strength of: academic programs, faculty teaching and research, and student focus.
	9.1.3. Develop enrollment goals consistent with seat availability and competitiveness of each academic program.
	9.1.4. Increase undergraduate and graduate admissions standards gradually over next 5 years.
	9.1.5. Seek additional and/or new funding for recruitment purposes.
	9.1.6. Clarify and enforce non-matriculated student academic progress policies.
9.2. Improve the learning experience and achievement of SCSU students, and improve student support services to enhance the academic mission and function of the University. (See also section 6.5)	9.2.1. Improve the undergraduate advisement process both through Academic Advisement and University Faculty advisors. (see also sections 6.5.5, 9.3.1., 10.1.1)
	9.2.2. Develop and maintain programs to enhance the experience of students.
	9.2.3. Develop and maintain academic assistance programs and support programs for all students (graduate and undergraduate/full-time and part-time). (See also section 1.3.1)
	9.2.4. Meet the needs of SCSU students by enhancing student life and create a sense of belonging and community on campus.

INITIATIVE	ACTION STEPS
9.3. Develop programs to enhance the experience of first-year students to improve retention and academic achievement.	9.3.1. Improve the undergraduate advisement process. This shall include the advisement office, faculty advising, and financial counseling. (See also sections 6.5.5, 9.2.1, 10.1.1)
	9.3.2. Re-establish the First Year Experience program to promote skills necessary for academic success. (See also sections 6.5.1, 10.4)
9.4. Create an organized and integrated process flow for enrollment management. (See also section 6.5)	9.4.1. Create an Enrollment Management Office which would include at least the following areas: Admissions, Academic Advising Registrar, Financial Aid and Bursar Offices.
	9.4.2. Develop a relationship between enrollment offices (Admissions, Advisement, Registration, Financial Aid, and Bursar) that will break down current operating silos.
	9.4.3. Develop a consistent policy on enrollment issues.
	9.4.4. Improve the distribution of information regarding enrollment areas.

STRATEGIC AREA: 10. Teaching, Learning and Assessment

INITIATIVE	ACTION STEPS
10.1. Help all faculty improve teaching and advising by creating a <i>Center for Teaching Excellence</i> .	10.1.1. Provide the knowledge, values and skills for effective advising and mentoring of students. (See also sections 6.5.5, 9.2.1, 9.3.1)
	10.1.2. Create a new mentor/mentee program for faculty with incentives for improving teaching.
	10.1.3. Provide opportunities for all faculty to adopt best teaching practices.
	10.1.4. Require new faculty to participate in the Center for Teaching Excellence.
	10.1.5. Encourage part-time faculty and teaching assistants to participate in the Center for Teaching Excellence.
10.2. Increase resource allocation to support teaching and learning.	10.2.1. Cap all classes at 20 students without raising the part-time faculty ratio.
	10.2.2. Adopt creative methods to increase financial support to undergraduate and graduate students.
	10.2.3. Improve labs, studios, etc. and provide more versatile/flexible classroom spaces.
	10.2.4. Increase resources for international programs.
10.3. Raise standards and increase retention.	10.3.1. Raise graduate school minimum GPA for admission. (See also section 1.3.4)
	10.3.2. Schedule and offer courses to meet learning needs.
	10.3.3. Collaborate with area high schools to attract better prepared students.
	10.3.4. Collaborate with area high schools to raise student learning expectations and outcomes.
	10.3.5. Create the expectation that all University units collaborate to increase student retention.

INITIATIVE	ACTION STEPS
10.4. Create a “First Year Experience” (See also sections 6.5.1, 9.3.2)	10.4.1. Create a planned program of study that focuses on fundamental skills and technology.
	10.4.2. Assist students in accessing university and community resources.