



Southern Utah University

SUU Academic Roadmap 2010-13

As of October 7, 2011

Full Strategic Plan (with Progress)

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Update Compiled by Bill Byrnes

MISSION STATEMENT

Southern Utah University, as our founders envisioned, is a dynamic teaching and learning community inspired by its unique natural surroundings. As Utah's designated public liberal arts and sciences university, SUU engages students in a personalized and rigorous experiential education, empowering them to be productive citizens, socially responsible leaders, high achievers and lifelong learners. In order to fulfill its mission SUU will:

- Emphasize excellence in learning designed to foster critical thinking, effective communication, lifelong intellectual curiosity, global awareness, personal responsibility, and integrity
- Offer educational experiences typical of private universities with the affordability of public higher education
- Provide outstanding programs of study in the arts and sciences, selected pre-professional, professional, and graduate programs
- Contribute to state, regional, and community needs as a social, cultural, and economic catalyst
- Harness and integrate our unique geographic location in the SUU educational experience

Motto: Learning Lives Forever

CORE THEMES STATEMENT

Academic Excellence:

With superior teaching and engaged learning as its foundation, academic excellence is the hallmark of Southern Utah University. Students are expected to meet the challenges of rigorous programs of study offered at SUU. Unique experiential education programs and dedicated faculty promote both critical and creative thinking and scholarly activity in a supportive learning environment. SUU is committed to sustaining an academic community that encourages students to develop their breadth and depth as scholars and global citizens. SUU supports faculty and staff development designed to respond to the changing demands of higher education and the needs of its students. Assessment of learning outcomes and continual improvement are key elements of the educational experience at SUU.

Involvement and Personal Growth:

Southern Utah University encourages student growth and development by providing opportunities and programs designed to broaden social and cultural perspectives through campus and community service, and outdoor, creative, and global engagement activities. The University affirms that active participation in well-designed experience-based programs provides a holistic educational experience and helps prepare students to become engaged members of society. SUU is committed to helping students become confident, creative, and adaptive life-long learners known for their service to the community.

Community and Social Responsibility:

Essential to the educational process is a sense of an academic community wherein collaboration, diversity, respect for all people, concern for the environment, civility, and shared governance are cultivated. SUU encourages the discussion and exploration of differing views while recognizing the cherished individual freedom to reach one's own conclusions. Developing students into productive responsible citizens, both locally and globally, involves the thoughtful exploration and application of ethics and values and the acknowledgment of the responsibilities one has as a contributing citizen of the world.

CORE VISION

Southern Utah University will be nationally recognized as a premier institution of learning known for enabling its students to honor thought in all its finest forms, achieve excellence in their chosen field, and create positive change in the world.

COMPETITIVE ADVANTAGES

SUU is uniquely positioned to offer a personalized university educational experience in a world that is increasingly depersonalized. Students have many choices when it comes to pursuing a college degree, but few universities can deliver on the level of engagement SUU faculty and staff provide. SUU offers distinctive experienced-based learning programs in a location known worldwide for its unique beauty and grandeur.

The diverse mix of course offerings, coupled with a comprehensive list of major areas of study, provides students with options usually found at much larger universities. SUU is regularly recognized on a national level for its quality and value. Students and parents trust us to deliver on our promise of individual attention, quality programs of study, and a safe and supportive environment.

The community involvement in the founding of SUU in 1897 is also a unique element in our history. The campus and community partnership continues to be a strong force and helps drive our commitment to engagement and service.

STRATEGIC INITIATIVES

Six Initiatives that are Mission-Driven and Products of our Core Themes

1. Achieve Academic Excellence and Distinctiveness
2. Secure Financial Resources for Academic Roadmap
3. Develop High Impact Educational Programs and Practices
4. Increase Student Success & Engagement
5. Attain Organizational Alignment & Efficiencies
6. Support Faculty Excellence & Development

KEY STAKEHOLDERS

Undergraduate Students	SUU serves traditional students 18 to 25 seeking a degree from among a wide variety of academic disciplines and non-traditional students returning to school or starting later on a degree after deferring a university education until later in life.
Graduate Students	A mix of traditional and non-traditional students pursuing graduate work in a specialized and concentrated program of academic or professional study.
Faculty, full and part-time	Tenured and tenure-track, full-time non-tenured faculty, part-time adjunct faculty.
Executive, Professional & Classified Staff	Senior administrators overseeing mission critical areas, professional staff support the academic and operational functions, and hourly staff providing administrative support across campus.
SUU Board of Trustees	Appointed by the Governor to perform those duties, responsibilities, and functions authorized through the State Board of Regents.
SUU Alumni	Graduates of the institution in a wide variety of locations, professions, and degrees of engagement with the university.
Community Members & Employers	Local, regional and state- wide constituents who interact with the campus community and who have an interest in the activities and programs of the university. The community also includes businesses, employers, political and religious leaders, and K-12 educators and leaders, among others.
USHE and Regents	Key leaders in the higher education system in Utah and Board of Regents members and staff invested in the strategic support of learning in Utah.

Report on KEY PERFORMANCE INDICATORS for Academic Roadmap

1. Fall-to-fall retention rate increases:

Full-time, first-time, undergraduate bachelor's degree-seeking students

	Cohort Year				
	2005	2006	2007	2008	2009
Fall-to-fall retention	60.5	64.5	62.3	64.5	62.6

2. Freshman six-year graduation rate increases:

Full-time, first-time, undergraduate degree/certificate - seeking students

	Cohort Year				
	2000	2001	2002	2003	2004
Six-year graduation rate	39.5	38.7	35.8	39.5	43.5

3. 10-year average % of students finding employment increases – Collecting data

4. 10-year average % of students continuing their education increases – Collecting data

5. Admissions selectivity increases

Based on all newly admitted freshmen who enrolled in the first fall semester

	Freshmen Cohort Year				
	2006	2007	2008	2009	2010
Average Admissions Index	105.95	105.33	106.70	105.96	109.29
Average high school GPA	3.41	3.41	3.44	3.41	3.50

6. New freshman average ACT score increases

Based on all newly admitted freshmen who enrolled in the first fall semester

	Freshmen Cohort Year				
	2006	2007	2008	2009	2010
Average ACT score (composite)	21.79	21.50	21.95	21.94	22.84

7. Faculty & Staff salaries reach 100% CUPA average

2009 average of CUPA was 87% and by fall of 2011 average of CUPA was 93%

8. Reduce number of faculty teaching on overload Collecting data

9. Student–Faculty ratio becomes more favorable*




















	Fall 2008	Fall 2009	Fall 2010
IPEDS** Report	23	24	22
Common Data Set	23	26	25
	2007-08	2008-09	2009-10
Cost Study/Fact Book	18.94	19.01	20.31

* Reporting agencies use different calculation methods to arrive at the resulting numbers above

** IPEDS = Integrated Postsecondary Education Data System

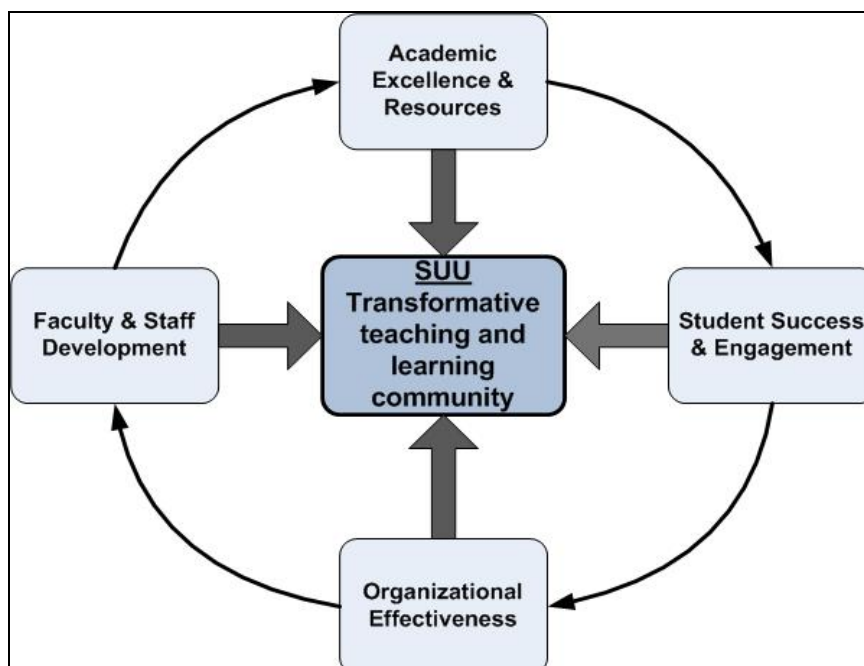
10. Number of classes with fewer than 30 students increases – Collecting data

SUU ACADEMIC ROADMAP 2010-13 - PROGRESS AT-A-GLANCE

Organizational Strategic Objectives	Measure	Target	YTD	Status
ACADEMIC EXCELLENCE & RESOURCES				
1.1 Pursue and support accreditation for academic programs	% Complete	100%	50 %	
1.2 Enhance international partnerships and global awareness	% Complete	100%	40 %	
1.3 Increase academic standards and rigor	% Complete	100%	40 %	
1.4 Qualify for institutional membership in Phi Beta Kappa and Phi Kappa Phi	% Complete	100%	25 %	
1.5 Coordinate efforts through the VP for University Relations to promote SUU's academic excellence	% Complete	100%	33 %	
2.1 Create multi-year tuition plan that will support academic excellence and student engagement	% increased applications per year	100%	66 %	
2.2 Create multi-year plan for enhancing faculty and staff compensation	% faculty at 100% of CUPA	100%	100 %	
2.3 Develop budget plans to better support undergraduate and graduate programs	% Complete	100%	33 %	
2.4 Identify viability of new academic programs and quality initiatives	% Complete	100%	33 %	
2.5 Annually evaluate scholarships, waivers, student employment, and financial aid support system for SUU students	% Complete	100%	50 %	
2.6 Coordinate efforts through the VP for Institutional Advancement to secure resources to support academic initiatives	% Complete	100%	30 %	
STUDENT SUCCESS & ENGAGEMENT				
3.1 Develop the Experiential Education requirements at the University level	% completed in establishing EER	100%	100 %	
3.2 Develop Interdisciplinary Programs	% Complete	100%	75 %	
3.3 Enhance Honors Program	% complete w/ honors & 1st Yr Experience	100%	50 %	
3.4 Assess and implement changes to improve the General Education curriculum and First-year Program	% Complete	100%	5 %	
4.1 Develop and implement a master plan for student success initiatives and enrollment management	% complete of master plan	100%	85 %	
4.2 Enhance the quality and consistency of academic advising	% Complete	100%	60 %	
4.3 Increase support for students seeking graduate school and career counseling	% Complete	100%	75 %	
4.4 Create a campus atmosphere nurturing and promoting intellectual stimulation	% Complete	100%	40 %	

ORGANIZATIONAL EFFECTIVENESS				
5.1 Create a University College	% Complete	100%	100 %	✓
5.2 Regularly assess alignment of colleges and academic programs	% Complete	100%	20 %	●
5.3 Create an Office of Institutional Research & Assessment	% complete in establishing IR office	100%	100 %	✓
5.4 Develop and implement plans to enhance Library holdings and services	% Complete	100%	50 %	●
5.5 Continue to ensure the uniformity of high quality service in key student support areas on campus	% complete enhancing student services	100%	70 %	●
5.6 Ensure SUU is employing effective technology in teaching and learning environments	% Complete	100%	33 %	●
5.7 Develop institutional plan and support online and distance education	% Complete	100%	33 %	●
FACULTY AND STAFF DEVELOPMENT				
6.1 Hire and retain outstanding faculty and staff to support mission and academic strategic goals	% Complete	100%	33 %	●
6.2 Review and Address Faculty Workload Issues	% complete in revising workload policy	100%	100 %	✓
6.3 Create Center of Excellence for Teaching and Learning (CETL)	% complete in establishing CETL	100%	100 %	✓
6.4 Support Faculty Scholarly, Creative, and Research Grants	% Complete	100%	33 %	●















SUU's BALANCE SCORECARD – ACADEMIC ROADMAP














SUU ACADEMIC ROADMAP 2010-13 - DETAIL




ACADEMIC EXCELLENCE & RESOURCES STRATEGIC INITIATIVES & ORGANIZATIONAL STRATEGIC OBJECTIVES














1 To have SUU recognized nationally for its high quality and distinctive academic programs

1.1 Pursue and support accreditation for academic programs (Academic Affairs) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 50 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
1.1.1 Identify key academic programs eligible for accreditation (Academic Affairs)	04/01/10, 06/30/13	100 % complete	33 %	
1.1.1.1 Develop ongoing timetables and establish budget resources required to support program accreditation (Bill Byrnes)	04/01/10, 06/30/13	100 % complete	100 %	
1.1.2 Participate in NW Commission on Colleges and University workshops and events (Academic Affairs) <i>Comments on Status: - Attend NW workshops on new standards and ALO duties - Host workshop by Ron Baker from NW on new standards April 20, 2011</i>	04/01/10, 06/30/13	100% % Complete	50 %	
1.1.2.1 Prepare for 2011 Year One Reports (Bill Byrnes) <i>Comments on Status: - Timetable developed for Year One Report - First drafts due by June 30 - Final drafts due Aug 15 - Review of drafts Aug 26 to Sept 8 - Final Year One Report DUE Sept. 15, 2011</i>	08/30/10, 09/15/11	100% % Complete	100 %	
1.1.2.1.1 Attend NW Workshop on Year-One Reports - Mission, Core Themes, and Expectations (Bill Byrnes)	02/17/10, 02/17/10	100% % complete	100 %	
1.1.2.1.2 Develop detailed timetable for summer 2011 for writing year-One Report (Bill Byrnes)	05/09/11, 09/02/11	100% % Complete	0 %	
1.1.2.1.3 Write Year-One Report for NWCCU (Bill Byrnes)	05/02/11, 09/15/11	100% % Complete	0 %	
1.1.2.2 Prepare plans for completing Seven year NW review cycle in 2012 and 2013 (Bill Byrnes)	04/01/10, 06/30/13	100% % Complete	33 %	
1.2 Enhance international partnerships and global awareness (Academic Affairs) (05/15/13)	Measure: % Complete	Target: 100%	YTD: 40 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
1.2.1 Develop detailed plans for recruiting and advising students on global engagement and study away opportunities (Kurt Harris) (Provost's Office)	08/16/10, 06/30/13	100 % Complete	33 %	
1.2.2 Develop speaker series focused on international issues and activities (Kirk Harris, Convocations Committee) (Provost's Office)	08/16/10, 06/30/13	100% % Complete	33 %	
1.2.3 Enhance opportunities for faculty and staff to be engaged in international activities as appropriate (Kurt Harris, Brad Cook) (Provost's Office)	08/16/10, 06/30/13	100% % Complete	33 %	
1.3 Increase academic standards and rigor (Academic Affairs) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 40 %	
<i>Comments on Status: Revised curriculum approval forms with more comprehensive learning outcomes section for all new courses - Completed Feb 2011 2011-12 - Implement new University wide assessment plans for next year and 5 years out</i>				

Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
1.3.1 Develop a broad range of campus programs and activities designed to demand higher quality work (Academic Affairs)	04/01/10, 06/30/13	100% % Complete	33 %	
1.3.1.1 Work with each department to formulate rigor and standards criteria (Bill Byrnes)	08/16/10, 06/30/13	100% % Complete	25 %	
1.4 Qualify for institutional membership in Phi Beta Kappa and Phi Kappa Phi (Academic Affairs) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 25 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
1.4.1 Establish a working group to develop SUU's profile for Phi Beta Kappa and complete application process (Kirk Fitzpatrick) (Academic Affairs)	04/01/10, 09/30/11	100% % Complete	33 %	
1.4.2 Complete application for Phi Kappa Phi Membership (Kirk Fitzpatrick & Kelly King & Bill Byrnes) (Academic Affairs) <i>Comments on Status: Application materials have been sent to PKP and our application is being processed as of Sept 2011.</i>	04/01/10, 10/14/11	100% % Complete	80 %	
1.5 Coordinate efforts through the VP for University Relations to promote SUU's academic excellence (Provost's Office) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 33 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
1.5.1 Create a comprehensive marketing and communications plan for Academics (Ray Grant & Bill Byrnes) (Academic Affairs)	04/01/10, 09/30/11	100% % Complete	33 %	
1.5.1.1 Work with staff to develop media coverage plan for VP Academic Affairs (Ray Grant) (Bill Byrnes)	08/16/10, 09/30/11	100% % Complete	33 %	
1.5.1.1.1 Develop monthly story plan for Academics (Ray Grant) (Bill Byrnes)	04/01/10, 09/30/11	100% % Complete	0 %	
1.5.1.2 Create new version of Academic Newsletter - SUMMIT - Profiling Faculty Excellence at SUU - includes new online version of newsletter (Bill Byrnes)	11/01/10, 01/31/11	100% % Complete	100 %	
1.5.1.3 Create and staff new Academic Information Officer for VP for Academic Affairs (Bill Byrnes)	03/01/11, 06/30/11	100% % Complete	100 %	

2. Secure Resources for the Academic Roadmap

2.1 Create multi-year tuition plan that will support academic excellence and student engagement (Provost's Office) (05/01/13)	Measure: % increased applications per year	Target: 100%	YTD: 66 %	
<i>Comments on Status: Tuition plans for 2010-11 and 2011-12 complete. 2012-13 tuition is under development.</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
2.1.1 Project revenue from each percentage of 1st and 2nd tier tuition increases (Provost's Office)	03/01/10, 03/31/10	100%	100 %	
2.1.1.1 Develop tuition increase plan for 2010-11, 2011-12, 2012-13 (Cook, Tebbs, Byrnes, Presidents' Council) (Bill Byrnes) <i>Comments on Status: General acceptance of 10% per year - 2010-11 Tuition Increase is finalized</i>	03/01/10, 06/30/13	100% % Complete	100 %	

2.2 Create multi-year plan for enhancing faculty and staff compensation (Provost's Office) (06/30/13)	Measure: % faculty at 100% of CUPA	Target: 100%	YTD: 100 %	
<i>Comments on Status: Four year compensation plan was implemented. Equity and merit funding was provided for 2011-12.</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
2.2.1 Create budget model to address faculty salary compression (Provost's Office)	03/01/10, 03/31/10	100% % complete	100 %	
2.2.1.1 Create detailed budget projections to address faculty salaries below 90% of CUPA by rank (Bill Byrnes)	04/01/10, 12/31/10	100% % Complete	100 %	
2.2.1.2 Create detailed budgets to address faculty salaries below 95% of CUPA (Bill Byrnes)	04/01/10, 12/31/11	100% % Complete	100 %	
2.2.1.3 Create detailed budgets to address faculty salaries at 100% of CUPA (Bill Byrnes)	04/01/10, 12/31/12	100% % Complete	60 %	
2.2.2 Develop budget model to support Faculty Merit Pay system (Provost's Office)	04/01/10, 06/30/13	100% % Complete	50 %	
<i>Comments on Status: Merit was awarded to designated faculty and staff on a one-time basis for 2011-12. Further work is needed on creating an ongoing merit system in the future.</i>				
2.2.2.1 Work with Faculty Senate to develop a merit compensation system using Policy 6.1 criteria (Faculty Senate and Deans' Council) (Bill Byrnes)	03/01/10, 04/30/11	100% % Complete	100 %	
<i>Comments on Status: Merit component was added to faculty compensation package for 2011-12 budget with funds disbursed in July 30 and Aug 15 paychecks.</i>				
2.2.3 Create budget model to increase overload/adjunct per credit compensation (Bruce Tebbs) (Provost's Office)	04/01/10, 06/30/11	100% % Complete	33 %	
<i>Comments on Status: The significant budget impact of increase adjunct and overload compensation has been assessed. When compared to other USHE schools, SUU is actually on the higher side when it comes to the amount provided per credit hour - i.e. \$700 for undergrad courses and \$900 for graduate courses.</i>				
2.3 Develop budget plans to better support undergraduate and graduate programs (Provost's Office) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 33 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
2.3.1 Annually update 12 month to 36 month plans for new undergraduate and graduate degree programs by June each year (Provost's Office)	05/31/10, 06/30/13	100% % Complete	100 %	
<i>Comments on Status: Draft list developed, assignments made for R401 as needed and for Univ Curr Committees</i>				
2.4 Identify viability of new academic programs and quality initiatives (Provost's Office) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 33 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
2.4.1 Develop costs for Experiential Education Requirement (EER) (Patrick Clarke) (Provost's Office)	06/01/10, 12/31/10	100% % Complete	100 %	
<i>Comments on Status: EE programs set to start fall 2011</i>				
2.4.2 Develop costs for Interdisciplinary Studies Program (Provost's Office)	06/01/10, 06/30/13	100% % Complete	33 %	







2.4.3 Develop costs for enhanced First-year Experience (Patrick Clarke) (Provost's Office)	06/01/10, 06/30/13	100% % Complete	20 %	
2.4.4 Develop costs for supporting an enhanced Honors Program (Matt Nickerson) (Provost's Office)	06/01/10, 06/30/13	100% % Complete	25 %	
2.5 Annually evaluate scholarships, waivers, student employment, and financial aid support system for SUU students (Provost's Office) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 50 %	
<i>Comments on Status: Changes in Federal funding is creating planning problems when it comes to projecting resources for financial aid and loans. Pell Grants and other aid including housing under review.</i>				
2.6 Coordinate efforts through the VP for Institutional Advancement to secure resources to support academic initiatives (Academic Affairs) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 30 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
2.6.1 Annually develop, revise, and monitor fundraising plans in support of academics at SUU (Deans) (Provost's Office)	04/01/10, 06/30/13	100% % increase per year	50 %	

STUDENT SUCCESS & ENGAGEMENT STRATEGIC INITIATIVES & ORGANIZATIONAL STRATEGIC OBJECTIVES




3 Develop High Impact Educational Programs and Practices

3.1 Develop the Experiential Education requirements at the University level (University College) (12/17/10)	Measure: % completed in establishing EER	Target: 100%	YTD: 100 %	
<i>Comments on Status: Completed and approved at UUCC Nov 2010</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
3.1.1 Create detailed matrix of EER programs (University College)	04/01/10, 12/31/10	100% % Complete	100 %	
<i>Comments on Status: Approved by UUCC and Deans Dec 2010</i>				
3.1.1.1 Assign courses to EER matrix (Patrick Clarke)	04/01/10, 12/31/10	100% % Complete	100 %	
<i>Comments on Status: UNIV 1010 UNIV 3925 UNIV 4925</i>				
3.1.1.2 Develop plan for each academic department to participate in the EER (Patrick Clarke)	07/01/10, 06/30/13	100% % Complete	50 %	
<i>Comments on Status: Each engagement center has a faculty advisory board with plans to increase participation as centers continue to develop. Experiential Education Center Directors have met with most departments. We also hosted an information session during Welcome Back Week. Starting to get more buy-in, support, and recommendations from faculty.</i>				
3.1.2 Establish five engagement centers to support EER initiative (University College)	04/01/10, 08/30/10	100% % Complete	100 %	
<i>Comments on Status: Global Community Creativity and Innovation Leadership Outdoor</i>				








3.1.2.1 Identify interim directors to begin work July 1, 2010 (Patrick Clarke) <i>Comments on Status: Completed</i>	07/01/10, 07/01/10	100% % Complete	100 %	
3.1.2.2 Hire full-time engagement center directors by June 30, 2013 (Patrick Clarke) <i>Comments on Status: Global Engagement Center full-time director position filled..</i> <i>Community Engagement Director will be filled by July 01, 2011</i> <i>Other Centers funded with release time and overload funds.</i>	07/01/11, 06/30/13	100% % Complete	50 %	
3.2 Develop Interdisciplinary Programs (Academic Affairs) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 75 %	
<i>Comments on Status: Re-designed BIS degree to be a true Interdisciplinary degree program.</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
3.2.1 Identify faculty and courses that will form the core of an Interdisciplinary Program at SUU (Academic Affairs) <i>Comments on Status: Part Time Faculty Director Position to be created contingent on 2nd tier tuition. Also, overload dollars proposed for faculty involved in this effort. This position will coordinate faculty work.</i>	04/01/10, 12/30/11	100% % Complete	50 %	
3.2.1.1 Establish a working group to identify and develop opportunities for faculty to collaborate on developing courses (Bill Byrnes) <i>Comments on Status: Assigned to Jeb Branin and Blaine Edwards</i>	04/01/10, 06/30/12	100% % Complete	0 %	
3.2.1.2 Work with faculty and deans to develop new courses or revise existing courses to increase the number of interdisciplinary courses offered at SUU (Bill Byrnes) <i>Comments on Status: Process of identifying potential interdisciplinary courses started and will progress further once new Univ College Dean is hired and updated plans are formalized.</i>	04/01/10, 06/30/13	100% % Complete	25 %	
3.2.1.3 Establish interdisciplinary minors in Sustainability Studies, Women & Gender Studies, and Shakespeare Studies (Bill Byrnes) <i>Comments on Status: Final approvals at BOR meeting May 20, 2011</i>	04/01/10, 08/01/11	100% % Complete	100 %	
3.3 Enhance Honors Program (Academic Affairs) (06/30/13)	Measure: % complete w/ honors & 1st Yr Experience	Target: 100%	YTD: 50 %	
<i>Comments on Status: Partnership established with UNIV 1000, which is a good start. More work to be done. Hiring of Dennis Friere will assist this effort as it moves forward.</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
3.3.1 Provide additional financial and personnel support for Honors Program (Matt Nickerson) (Academic Affairs) <i>Comments on Status: On going, but hiring of Dennis Friere as Honors program assistant is a good start.</i>	01/01/11, 06/30/13	100% % Complete	50 %	
3.3.2 Develop more integrated approach to course work, planning a major, and the EER (EER Directors, Patrick Clarke, Provost's Office) (Academic Affairs) <i>Comments on Status: Formal training of academic advisers begins January 2011...once advisers trained, this KPI will be complete.</i>	04/01/10, 06/30/13	100% % Complete	50 %	
3.3.3 Develop Honors Learning Communities (Matt Nickerson) (Academic Affairs) <i>Comments on Status: Juniper Hall Living/Learning Community</i>	04/01/10, 06/30/13	100% % Complete	100 %	















3.3.4 Create Honors courses connected to each college (Matt Nickerson) (Academic Affairs) <i>Comments on Status: No update available</i>	04/01/10, 06/30/13	100% % Complete	20 %	
3.4 Assess and implement changes to improve the General Education curriculum and First-year Program (Academic Affairs) (06/30/12)	Measure: % Complete	Target: 100%	YTD: 5 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
3.4.1 Create GE Task Force to address General Education changes and planning (Academic Affairs)	04/01/10, 09/30/11	100% % complete	100 %	
3.4.1.1 Develop detailed recommendations for changes in the GE program to be brought to the faculty spring 2012 and Fall 2012. (Bill Byrnes) <i>Comments on Status: Fall 2011 - GE Task Force and co-directors appointed. Task Force members assigned in Sept 2011 and GETF will begin meeting in Oct to map out an 18-month plan timetable.</i>	04/01/10, 06/30/13	100% % complete	33 %	
3.4.1.2 Implement changes in GE curriculum for the 2013-14 academic year (Bill Byrnes)	07/02/12, 06/30/13	100% % Complete	20 %	
3.4.2 Undertake an assessment of the First-Year Program (University College) <i>Comments on Status: Kelly Stephens is developing assessment protocol.</i> <i>Determined that UNIV 1000 is not suited well as a mandatory general education course. Will design the course to be a true seminar course from which to build intentional learning communities. Will also bring back the 1310 3 credit shell and seek to develop as an admissions requirement for students with low index scores. Currently developing curriculum proposals.</i>	08/23/10, 06/30/12	100% % Complete	75 %	















4 Increase Student Success and Engagement












4.1 Develop and implement a master plan for student success initiatives and enrollment management (Student Services) (06/30/13)	Measure: % complete of master plan	Target: 100%	YTD: 85 %	
<i>Comments on Status: The Student Services Road map has been created and is being fine-tuned. The Student Services Retention Committee has been tasked to finalize the document.</i> <i>The Retention Committee is working on 4 initiatives related to customer service, early alert, advising, and learning communities for a fall "roll out".</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
4.1.1 Incrementally increase admission standards (Student Services) <i>Comments on Status: SUU's admission standards have been steadily increasing over the last few years. The admissions index for fall 2011 is a 90 index (up from 85). We will watch and evaluate the impact of the new admission requirement before increasing requirements again. At this point, we are waiting to see what the implications are with the 90 index admission requirement. On hold for now.</i>	04/01/10, 06/30/13	100% % Complete	70 %	
4.1.1.1 Create a plan to increase the admission index to 90 for 2011 and develop a 5-year plan to take the index to 95 (Stephen Allen) <i>Comments on Status: The admissions requirement for new freshman has been increased to a 90 for Fall 2011. Through coordination with the Provosts' Office and the Admissions Review and Standards Committee, we will evaluate further increases to admission requirements. Waiting on decision makers to determine the desired timing of increased admission standards.</i>	04/01/10, 01/10/11	100% 100%	75 %	












<p>4.1.1.2 Develop a bridge program cohort of 40 students with preference given to regional (Iron, Kane, Garfield, Wayne counties) and multicultural students (Stephen Allen)</p> <p><i>Comments on Status: The Admissions and Review Committee has developed a system to evaluate applicants who fall below the admission requirements. Preference is given to students come from the region and/or are minority students. Once we meet our benchmark of 40 students, no more students (who fall below the admission requirements) will be admitted.</i></p>	03/01/10, 05/01/10	100% 100%	100 %	
<p>4.1.1.3 Develop an educational campaign to schools, counselors, students and families about SUU's increasing admissions standards (Stephen Allen)</p> <p><i>Comments on Status: Information will be updated in publications and SUU's website during the summer of 2010. Information will be communicated to guidance counselors via newsletter, the SUU counselor conference, and state counselor conferences. Targeted efforts will be made to local schools and communities in the region.</i></p>	03/01/10, 12/31/10	100% % Complete	100 %	
<p>4.1.1.4 Require students below the admission index to live in on-campus housing during the first year (Stephen Allen)</p> <p><i>Comments on Status: Students who do not meet SUU's admission requirements, but are conditionally admitted, will be required to live on campus unless students plan to live with family.</i></p>	04/01/10, 05/15/10	100% 100% Complete	100 %	
<p>4.1.1.5 Develop a communication plan directed at students who have been denied admission, but desire to attend in the future (e.g. retake ACT, improve grades, transfer to SUU after attending a Community College) (Stephen Allen)</p> <p><i>Comments on Status: Communication has been developed to denied students that articulated ways to gain admission to SUU in the future.</i></p>	03/01/10, 05/01/10	100% 100%	100 %	
<p>4.1.2 Develop plans for improving retention and graduation rates that is data-driven (Student Services)</p> <p><i>Comments on Status: Efforts are underway to develop a data driven plan to improve retention and graduation rates. A "road map" identifying key initiatives is being developed. The road map is nearly complete. The plan will identify initiatives that can be done in year one and year two.</i></p> <p><i>The Retention Committee has identified four 'high impact' areas of focus: Learning Communities, Customer Service, Early Alert, and Advising. Sub-groups have been organized and tasked to implement initiatives by fall 2011.</i></p>	04/01/10, 06/30/13	100% % Complete	100 %	
<p>4.1.2.1 Create Student Persistence Task Force (Stephen Allen)</p> <p><i>Comments on Status: A retention committee was formed during the 2009-10 school year and was headed by Donna Eddleman and Brad Cook. The student persistence task force will be comprised of key individuals from this committee. Other members will be added to the task force. This group is currently being assembled.</i></p>	04/01/10, 08/31/10	100% % Complete	100 %	
<p>4.1.2.2 Conduct a thorough assessment of staffing needs (Stephen Allen)</p> <p><i>Comments on Status: Donna and Stephen will work together on conducting an assessment of staffing needs. Donna has assessed the needs in student services.</i></p>	04/01/10, 02/28/11	100% % Complete	100 %	
<p>4.1.3 Address the needs of under-prepared and under-performing students (Student Services)</p> <p><i>Comments on Status: Christian Reiner and work group is putting together an assessment to help institution identify "at-risk" students</i></p>	04/01/10, 08/15/11	100% % Complete	100 %	
<p>4.1.3.1 Establish a method or mechanism for identifying students who may be "at risk" of academic difficulty by using available data about demographics, personal characteristics, and admission index scores. (Jake Johnson)</p> <p><i>Comments on Status: Christian Reiner is working with his assessment team to develop an instrument and report that provides information about students identified as at-risk.</i></p> <p><i>Stephen Allen has also demonstrated that the admissions index score is predictive for "at risk" students</i></p>	01/24/11, 08/19/11	100% % Complete	100 %	

<p>4.1.3.2 Create a communication plan for students identified as "at-risk" that provides information about academic resources before they enroll. (Jake Johnson)</p> <p><i>Comments on Status: 8/29/2011 - The communication plan will develop for the class of students recruited for fall 2012. The plan will not be executed until student applications are processed and an index score can be issued. Based on index scores we will work on communication tools to notify this group of services.</i></p> <p><i>The services being provided are undergoing a pilot phase this academic year (2011-12) and include Operation Blind Spot and a new peer mentor program. We will determine the advisability of communicating about these services with parents and students this year.</i></p>	01/24/11, 08/19/12	100% % Complete	50 %	
<p>4.1.3.3 Develop an Early Alert Program (EAP) that empowers and enables faculty, staff and parents to report academic and non-academic concerns throughout each semester. (Jake Johnson)</p> <p><i>Comments on Status: 6/20/2011 - Lynne Brown has been tasked with forming a steering committee to finalize recommendations for the Dean's Council about how faculty can provide feedback and input regarding student performance through an online format similar to the existing Fifth Week Report. The steering committee will work over the next few months to complete this initiative.</i></p> <p><i>8/29/2011 - IT completed and deployed the Student Assessment Notification System (SANS) by 8/22/2011 as required. System will continue to undergo revisions as necessary.</i></p>	01/24/11, 08/22/11	100% % complete	100 %	
<p>4.1.3.4 Develop a process for responding to information and concerns received through the EAP that provides access to services and potential strategies for intervention. (Jake Johnson)</p> <p><i>Comments on Status: 6/20/2011 - Lynne Brown's steering committee and the Retention Committee have begun to discuss how professionals within the Student Services Division could be assigned responsibility for students identified in the EAP.</i></p> <p><i>8/29/2011 - A two-pronged approach to working with at-risk students has been created: (1) Operation Blind-Spot focuses on supporting faculty who report a concern through SANS. (2) Peer mentor program works with the students who are deemed at-risk based on index (90-105) and those who receive a SANS notification.</i></p>	01/24/11, 06/30/12	100% % complete	90 %	
<p>4.1.3.5 Partner Student Services with University College to enhance the College Connections Bridge Program. (Jake Johnson)</p> <p><i>Comments on Status: 6/20/2011 - University College has appointed Dale Orton to oversee the Bridge Program. In addition, there has been a meeting between the two divisions to determine a division of labor for this initiative.</i></p> <p><i>8/29/2011 - Dale has participated in the development of the SANS system and its response programming. He has indicated he will adopt benchmark metrics to make sure the College Connection students reach similar benchmarks to the students in the peer mentoring program</i></p>	01/24/11, 09/01/11	100% % complete	100 %	
<p>4.1.4 Create Learning Communities for First-year resident and commuter students (Student Services)</p> <p><i>Comments on Status: Several learning communities have been developed and will be implemented this fall. Learning communities have been developed. The learning community committee continues to improve and develop communities more fully.</i></p>		100% % Complete	100 %	
<p>4.1.4.1 Secure the operational and administrative continuity of the established LC by creating a Learning Communities Steering Committee providing leadership, assessment and accountability. (Chris Ralphs)</p>	03/01/10, 08/16/10	100% % Complete	100 %	
<p>4.1.4.1.1 Continue the LC Sub-Committee of the Student Success and Improvement Committee as the new Learning Communities Steering Committee. (Chris Ralphs)</p> <p><i>Comments on Status: The LC Sub-Committee of the Student Success and Improvement Team/Retention Committee has become the LC Steering Committee.</i></p>	03/01/10, 03/15/10	100% 100% Complete	100 %	

<p>4.1.4.1.2 Work in collaboration with the First Year Experience Program (UNIV 1000) to ensure each LC has at least one common course element. (Chris Ralphs)</p> <p><i>Comments on Status: Several of the LC's have established course elements that will be implemented Fall '11. We are currently reviewing the other LC's for possible course links that are related to LC content or support high risk courses. "Univ 1000" will provide an anchor course or seminar for each LC.</i></p>			40 %	
<p>4.1.4.1.3 Identify new members from LC partner units to join the LC Steering Committee as the new LC is being formed. (Chris Ralphs)</p> <p><i>Comments on Status: 11/15/2010. Formation of Outdoor Adventures and Rural Health as Living Learning Communities. Invitations to Briget Eastep and Rita Osborn to join LLC Steering Committee. 6/10/11. Deborah Snider has replaced Eric Brown as the LC partner for Art & Design</i></p>			66 %	
<p>4.1.4.1.4 Establish LC specific teams to consist of the Executive Director of University Housing or her/his designee(s) and at least one faculty or staff member from the LC partner to assess and execute the LC objectives. (LC Partners) (Chris Ralphs)</p>			90 %	
<p>4.1.4.1.5 Create LC specific calendars incorporate important LC partner deadlines and information as well as in-hall and campus programming opportunities. (Chris Ralphs)</p> <p><i>Comments on Status: A master calendar for all LC's was developed as part of the taskforce created Spring '11 to look at university-wide retention efforts. Individual LC planning calendars will be introduced for the 2011-2012 academic year.</i></p>			50 %	
<p>4.1.4.1.6 Identify and utilize accepted national standards for successful LC (e.g. NSLLP). (Chris Ralphs)</p>			100 %	
<p>4.1.4.2 Establish an ongoing and open assessment process, which is learner centered and based on the established best practices and standards for LCs. (Chris Ralphs)</p> <p><i>Comments on Status: 6.10.11 In collaboration with the LC partners and StudentVoice established 3 assessment pieces that focus on LC marketing efforts, FIGs and LC satisfaction.</i></p>	06/07/10, 09/30/11	100% % Complete	30 %	
<p>4.1.4.2.1 Administer and disseminate the results of the StudentVoice Assessments on an annual basis beginning in spring 2012. (LC Partners) (Chris Ralphs)</p>	06/10/11, 05/25/12	100% 30% complete	30 %	
<p>4.1.4.2.2 Conduct annual 360 degree assessments of program effectiveness incorporating the feedback of all stakeholders. (LC Partners) (Chris Ralphs)</p>			0 %	
<p>4.1.4.2.3 Ensure that the activities and objectives of each LC correspond to at least one engagement track and serve students trying to satisfy their experiential education requirement. (LC Partners) (Chris Ralphs)</p> <p><i>Comments on Status: Outdoor Adventures.</i></p>			10 %	
<p>4.1.4.3 Establish minimum learning objectives and program benchmarks that will apply to all LCs. (Chris Ralphs)</p>	07/01/11, 06/30/13	100% % Complete	5 %	
<p>4.1.4.3.1 LC participants will become conversant in the basic vocabulary and practices of the community's field, theme, track or academic affiliation by engaging in intentional experiential learning. (LC Partners) (Chris Ralphs)</p>			50 %	
<p>4.1.4.3.2 LC participants will be able to provide examples of personal connections created as a result of the LC to peers, faculty, staff, their chosen programs and departments. (LC Partners) (Chris Ralphs)</p>			50 %	
<p>4.1.4.3.3 LC participants will reflect on the integrative nature of their LC experience through projects relevant to their chosen community and area of emphasis. (LC Partners) (Chris Ralphs)</p>			0 %	
<p>4.1.4.4 Develop a multi-year program identification and implementation plan. (Chris Ralphs)</p> <p><i>Comments on Status: 6.10.11 Currently 8 established LC's. Will review each LC independently on a 3-year cycle to determine viability of the program.</i></p>	07/01/11, 06/30/13	100% % Complete	85 %	

4.1.4.4.1 Establish baseline commitments from University Housing relative to staffing, location, assignments and financial support of LCs across campus. (Chris Ralphs) <i>Comments on Status: 6.10.11 Several LC partners have committed support for the hiring of additional student staff to serve as Community Mentors (CM) on several of the LC floors.</i>			40 %	
4.1.4.4.2 Create a multi-year Memorandum of Understanding (MOU) to be signed by University Housing and its LC partners. (Chris Ralphs)			0 %	
4.1.4.4.3 Identify current and potential future LC partners. (Chris Ralphs) <i>Comments on Status: 1.6.11 additions of the Outdoor Adventures/ Rural Health LC's for the 2011-2012 academic year</i>			80 %	
4.1.4.5 Create program specific marketing and placement strategies with prospective students and residents as the intended audience. (Ty Jewkes) (Chris Ralphs)	09/01/10, 06/30/13	100% % Complete	75 %	
4.1.4.5.1 Identify key indicators of student interest and possible success. (Chris Ralphs)			10 %	
4.1.4.5.2 Utilize key indicators to communicate with prospective students about the benefits and opportunities through choosing to live in an LC. (Ty Jewkes) (Chris Ralphs)			10 %	
4.1.4.5.3 Provide each LC partner a web page or portion of the housing website to market their community. (Ty Jewkes) (Chris Ralphs)			0 %	
4.1.4.5.4 Utilize the University Housing or LC partner website to provide a LC specific application, which interested students must complete. (Chris Ralphs) <i>Comments on Status: 6.10.11 the University Housing application now provides a specific LC section.</i>			100 %	
4.1.4.5.5 Include each LC, which has signed a Memorandum of Understanding by October 1 of the fall semester prior to the community's debut, on the University Housing application. (Ty Jewkes) (Chris Ralphs) <i>Comments on Status: 6.10.11 this is ongoing.</i>			100 %	
4.1.5 Provide student development training for faculty and staff (University College) <i>Comments on Status: Working with Kyle Bishop to address this on the faculty side. Have been, since last year, providing monthly training opportunities with staff association trainings. Part of Student Services PACCT 2010 initiative.</i>	01/24/11, 07/01/12	100% % complete	50 %	
4.1.6 Continue to develop Parents Services Office to become a more comprehensive resources for parents (Student Services) <i>Comments on Status: University College will establish a position in spring semester, 2011 to build a program. Dale Orton is joining the ACDC staff and this will be one of his roles. This KPI will be complete by May 2011.</i>	01/24/11, 12/15/11	100% % complete	50 %	
4.1.7 Identify a larger space for tutoring services (University College) <i>Comments on Status: Moved into new space in August, 2011. Still some construction to make space more more suitable, but we gained 1/3 more space than we previously had.</i>	01/24/11, 07/01/13	100% % complete	100 %	
4.1.8 Develop a reporting process that allows for early and ongoing reporting of academic and non-academic concerns by faculty, staff and parents (Student Services)	05/01/11, 12/30/11	100% % Complete	0 %	
4.1.9 Develop a process that allows for early and on-going reporting of academic and non-academic concerns by faculty, staff and parents (Student Services)	05/01/11, 06/30/13	100% % Complete	0 %	

4.2 Enhance the quality and consistency of academic advising (University College) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 60 %	
<i>Comments on Status: Hired more advisers and the program is centrally administered. Still have work to do. Created three new advising positions...working more closely with athletics to address some of their challenges. For the first time, we will have our first academic advisor with a ratio of 300:1...more inline with NACADA recommendations.</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
4.2.1 Centralize reporting and coordination of Academic Advising (University College) <i>Comments on Status: July 1, 2010</i>	04/01/10, 07/01/10	100% 5 Complete	100 %	
4.2.2 Create Director of campus academic advising (University College) <i>Comments on Status: July 1, 2010</i>	04/01/10, 07/01/10	100% % Complete	100 %	
4.2.2.1 Establish formal faculty advising and mentoring program (Patrick Clarke)	01/24/11, 07/01/12	100% % Complete	10 %	
4.2.2.2 Establish universal training model for all advisors (professional staff and faculty) (Patrick Clarke) <i>Comments on Status: Model is created.</i>	01/24/11, 07/01/11	100% % Complete	100 %	
4.2.2.3 Establish rewards and recognition program for faculty and professional advisors (Patrick Clarke) <i>Comments on Status: Mechanisms in place to to recognize staff but not faculty</i>	01/24/11, 06/30/12	100% % Complete	0 %	
4.2.3 Conduct an evaluation of current advising system to identify problem areas (University College) <i>Comments on Status: Have begun work with Christian Reiner to address advising short falls.</i> <i>Still ongoing, but have made some progress relative to teh bottleneck advising in COSE and College of Education.</i>	07/01/10, 08/31/11	100% % Complete	60 %	
4.2.3.1 Evaluate current degree audit systems (Patrick Clarke) <i>Comments on Status: Degree works is replacing current system, which is partially a result of assessing the current system to be inadequate.</i>	07/01/10, 12/31/10	100% % Complete	100 %	
4.2.3.2 Implement an online declaration of major process (Jake Johnson) <i>Comments on Status: Waiting to see what "Degree Works" can do to facilitate this process.</i> <i>6/17/2011 - John Allred has expressed an interest in creating the form and there is function within Banner that would support it. However, Dean's Council needs to weigh in how to handle approval signatures in an online format - they may need to go away.</i>	01/24/11, 08/31/11	100% % Complete	0 %	
4.2.3.3 Improve pre-advising practices offered to newly admitted students (Patrick Clarke) <i>Comments on Status: Started with spring 2011 orientations.</i>	01/24/11, 09/03/12	100% % Complete	100 %	
4.2.3.4 Implement universal assessment measures for all advising activity across campus (Patrick Clarke) <i>Comments on Status: Work began Fall 2010.</i>	07/01/10, 08/31/11	100% % Complete	25 %	

4.3 Increase support for students seeking graduate school and career counseling (University College) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 75 %	
<i>Comments on Status: Creation of Career and Professional Development Coordinator</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
4.3.1 Develop a tracking system to monitor students' professional intent (University College) <i>Comments on Status: Looking at "Strengths Quest Inventory"...Assigned to Kate Flowers to investigate key intersects.</i>	01/24/11, 12/31/13	100% % Complete	0 %	
4.3.2 Write a grant to secure funding to establish a McNair Program at SUU (University College) <i>Comments on Status: TRiO program? Student Services?</i>	01/24/11, 12/31/13	100% % Complete	0 %	
4.3.3 Increase attendance and participation during "Academic Focus Days" (University College) <i>Comments on Status: Combined Majors Fair with SUUSA event and linked to UNIV 1000</i>	07/01/10, 12/31/10	100% % Complete	100 %	
4.3.4 Implement a graduate school fair (University College) <i>Comments on Status: Happened first of October</i>	07/01/10, 12/31/10	100% % complete	100 %	
4.3.5 Directly tie career counseling to academic advising activities of the university (University College) <i>Comments on Status: Creation of ACDC</i> <i>Hiring of Megen Ralphs and Brent Jones for positions of Career and Professional Development Coordinator and Academic and Career Advising</i>	07/01/10, 06/30/11	100% % Complete	100 %	
4.3.6 Capitalize on existing programs (e.g. Women's Resource Center, Multi-Cultural Center, SUUSA, etc.) to enhance awareness and preparation for graduate school (University College) <i>Comments on Status: Megen Ralphs has begun meeting with these entities on a regular basis to promote awareness and create programming activities.</i>	07/01/10, 06/30/11	100% % Complete	100 %	
4.3.7 Develop a formal graduate school mentoring program (University College) <i>Comments on Status: Process started...</i> <i>Still work to do but we now offer LSAT and MCAT test prep courses and will teach and "Intro. to Graduate School" prep course this fall.</i>	07/01/10, 07/01/12	100% % Complete	60 %	
4.3.8 Search for and hire Career and Professional Development Coordinator (Patrick Clarke) (University College) <i>Comments on Status: Complete</i>	07/01/10, 08/02/10	100% % Complete	100 %	
4.4 Create a campus atmosphere nurturing and promoting intellectual stimulation (Academic Affairs) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 40 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
4.4.1 Create a Task Force to explore a campus-wide open time for Convocations and other related academic events (John Eye, chair) (Academic Affairs)	11/01/10, 12/30/11	100% % Complete	85 %	






<p><i>Comments on Status: Recommendation acted on by Deans and changes to academic scheduling policy underway.</i></p> <p><i>Fall 2011 - Policy 6.46 Academic Scheduling with a University Hour in the policy approved by deans and forwarded to the Faculty Senate.</i></p> <p><i>New policy would be fully implemented by fall classes of 2012-13.</i></p>				
<p>4.4.1.1 Analyze schedule and determine impact of blocking out Tuesdays and Thursday for Convocations and other related academic activities (John Eye) (Bill Byrnes)</p> <p><i>Comments on Status: Assessed and changes will be phased in over spring 2011 with revisions to class schedules for the fall of 2012.</i></p>	09/01/10, 06/30/11	100% % Complete	100 %	
<p>4.4.1.2 Work with Convocations Committee and College Deans to expand the opportunities to develop engaging programs and guest speakers to enhance the SUU experience (Bill Byrnes)</p> <p><i>Comments on Status: Committee supervision revised for fall 2011. Ray Grant [laced over Convo].</i></p>	04/01/10, 06/30/13	100% % Complete	40 %	














ORGANIZATIONAL EFFECTIVENESS STRATEGIC INITIATIVES & ORGANIZATIONAL STRATEGIC OBJECTIVES

5 Achieve Organizational Efficiencies



5.1 Create a University College (Academic Affairs) (08/23/10)	Measure: % Complete	Target: 100%	YTD: 100 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
5.1.1 Appoint an Interim Director/Dean (Academic Affairs)	06/01/10, 07/01/10	100% % Complete	100 %	
5.1.1.1 Develop plans to align General Education, Experiential Education Programs, and Interdisciplinary Studies under the new University College (Brad Cook, Patrick Clarke) (Bill Byrnes)	04/01/10, 06/30/13	100% % Complete	33 %	
5.1.1.1.1 Create EER Program Matrix (Brad cook, Patrick Clarke) (Bill Byrnes)	04/01/10, 07/01/10	100% % Complete	100 %	
5.1.1.1.2 Develop Plans to create Interdisciplinary Studies Program (Brad Cook, Patrick Clarke) (Bill Byrnes)	04/01/10, 06/30/13	100% % Complete	50 %	
5.1.1.1.3 Work with GE Subcommittee to coordinate EER with GE requirements (Patrick Clarke) (Bill Byrnes)	04/01/10, 01/30/11	100% % Complete	100 %	
5.1.1.1.4 Revise BIS degree program to enhance offering (Patrick Clarke) (Bill Byrnes)	08/16/10, 02/28/11	100% % complete	100 %	
5.1.1.1.5 Work with EER and GE subcommittee to develop plans to integrate EER and GE (Shauna Mendini, Patrick Clarke and (Bill Byrnes)	09/01/10, 06/30/13	100% % Complete	100 %	
5.2 Regularly assess alignment of colleges and academic programs (Academic Affairs) (12/30/13)	Measure: % Complete	Target: 100%	YTD: 20 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
5.2.1 Review and adjust the distribution of colleges, departments, and continuing education and professional studies within the academic organization to ensure maximum effectiveness (Brad Cook) (Academic Affairs)	04/01/10, 06/30/13	100% % Complete	20 %	
5.2.1.1 Develop proposal to create a College of Science and Engineering (COSE) - (Brad Cook) (Bill Byrnes)	04/01/10, 12/31/10	100% % complete	100 %	
5.2.1.1.1 Develop college merger plan and forward to OCHE Office for Review and Comment (Bill Byrnes)	11/01/10, 12/01/10	100% % Complete	100 %	
5.2.2 Conduct regular reviews of current undergraduate and graduate programs and create development plans as needed (Academic Affairs)	04/01/10, 06/30/13	100% % Complete	5 %	

5.2.2.1 Complete 7-Year Program Review of the College of Science and Engineering (Program Review Committee) (Bill Byrnes)	09/01/10, 06/01/13	100% % Complete	10 %	
5.2.3 Create an Academic Annual Report to profile achievements and unrealized goals and objectives of the academic units (Academic Affairs)	04/01/10, 06/30/12	100% % Complete	10 %	
5.2.4 Create Informational Brochure for the Academic Roadmap to promote the program on and off campus (Rohn Soloman) (Academic Affairs)	05/03/10, 10/15/10	100% % Complete	100 %	
5.3 Create an Office of Institutional Research & Assessment (Academic Affairs) (06/30/11)	Measure: % complete in establishing IR office	Target: 100%	YTD: 100 %	
<i>Comments on Status: Data analyst hired in May 2011 and started July 1. IR office renamed IR and Assessment.</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
5.3.1 Hire Director of IR & Assessment (Brad Cook, Bill Byrnes) (Academic Affairs)	05/03/10, 09/15/10	100% % Complete	100 %	
5.3.1.1 Create Task Force to assess how best to coordinate and report data (Christian Reiner, Brad Cook, IR Resource Group) (Bill Byrnes)	09/01/10, 12/31/10	100% % Complete	100 %	
5.3.1.2 Develop Dash Board and KPIs for SUU (Christian Reiner, Paul Coleman, Jeanette Ormand, Bryce Caine) (Bill Byrnes)	04/01/10, 06/30/12	100% % Complete	50 %	
5.3.1.3 Hire a data analyst to support IR & A office (Christian Reiner) (Bill Byrnes)	03/01/10, 05/31/11	100% % Complete	100 %	
<i>Comments on Status: New hire Paul Coleman started July 1, 2011.</i>				
5.4 Develop and implement plans to enhance Library holdings and services (Library) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 50 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
5.4.1 Provide library services which lead to academic success. (Library)	07/01/10, 06/30/13	100 50	50 %	
5.4.1.1 Achieve comparable staffing levels to peer institutions. (John Eye)	07/01/10, 06/30/13	100% 50	75 %	
5.4.1.2 Expand library hours (John Eye)	07/01/10, 06/30/13	100% 50	75 %	
5.4.1.3 Encourage employee training and recognize exceptional performance. (John Eye)	07/01/10, 06/30/13	100% 60	0 %	
5.4.1.4 Promote library services (John Eye)	09/15/11, 06/30/13	100% 50	0 %	
5.4.2 Build an outstanding library collection in suitable formats that supports teaching and learning. (Library)	03/01/10, 06/30/13		65 %	
5.4.2.1 Increase access to print and electronic information. (John Eye)	07/01/10, 06/30/13	100% 60	100 %	
5.4.2.2 Improve access to collections (Special Collections, main collection, etc.) through increased hours. (John Eye)	07/01/10, 06/30/13	100% 0	0 %	
5.4.2.3 Compare percent of budget allocated to electronic vs. print resources as compared to peers. (John Eye)	07/01/10, 06/30/13	100% 75	100 %	
5.4.2.4 Expand opportunities to collect and disseminate student and faculty scholarship. (John Eye)	07/01/10, 06/30/13	100% 30	20 %	
5.4.3 Provide efficient access to accurate and reliable information. (Library)	03/01/10, 06/30/13	100	85 %	

5.4.3.1 Employ technological measures to create more intuitive access to information. (John Eye)	07/01/10, 06/30/13	100% 75	75 %	
5.4.3.2 Manage collections through technology. (John Eye)	07/01/10, 06/30/13	100% 65	50 %	
5.4.4 Educate students, faculty, staff, and the community in developing information literacy skills as well as the value of library information resources and services. (Library)	03/01/10, 06/30/13	100% % Complete	80 %	
5.4.4.1 Ensure every student graduates with a mastery of basic information literacy competencies and mastery of information resources in their subject specialties. (John Eye)	07/01/10, 06/30/13	100% 85	85 %	
5.4.4.2 Ensure every student in the library media programs acquires a mastery of professional competencies upon completion of degree/endorsement. (John Eye)	07/01/10, 06/30/13	100% 85	80 %	
5.4.4.3 Sponsor conferences and exhibits. (John Eye)	07/01/10, 06/30/13	100% 100	80 %	
5.4.5 Guarantee the preservation of records/artifacts essential to our cultural heritage. (Library)	03/01/10, 06/30/13	100% % Complete	75 %	
5.4.5.1 Expand the University archives. (John Eye)	03/01/10, 06/30/13	100% 25	0 %	
5.4.5.2 As the Southern Utah Regional Repository, provide services and materials to our region, while capitalizing on opportunities to acquire new local collections. (John Eye)	03/01/10, 06/30/13	100% 75	100 %	
5.4.5.3 Publish materials through the SUU Press. (John Eye)	03/01/10, 06/30/13	100% 50	0 %	
5.4.5.4 Participate as a regional hub of the Mountain West Digital Library. (John Eye)	07/01/10, 06/30/13	100% 100	100 %	
5.4.5.5 Review and promote improvements in campus records management mechanisms. (John Eye)	03/01/10, 06/30/13	100 25	0 %	
5.4.6 Create a quiet, safe, comfortable environment for our users. (Library)	03/01/10, 06/30/13	100% % Complete	70 %	
5.4.6.1 Expand the physical special collections/university archives area. (John Eye)	03/01/10, 06/30/13	100% 0	0 %	
5.4.6.2 Provide additional mediated group study rooms. (John Eye)	07/01/10, 06/30/13	100% 100	100 %	
5.4.6.3 Update, distribute, and communicate emergency evacuation plan. (John Eye)	07/01/10, 06/30/13	100% 90	90 %	
5.4.6.4 Install flat panel monitors to promote and direct patrons to service points. (John Eye)	03/01/10, 06/30/13	100 50	10 %	
5.4.6.5 Upgrade electrical sources for laptops and other mobile devices. (John Eye)	03/01/10, 06/30/13	100% 40	40 %	
5.4.6.6 Provide learning spaces where patrons can be productive and comfortable. (John Eye)	07/01/10, 06/30/13	100% 100	100 %	
5.4.6.7 Maintain and update computer network and equipment. (John Eye)	03/01/10, 06/30/13	100 100	100 %	
5.4.6.8 Update circulation equipment (i.e. desensitizers for check in & check out, self-check out machine) (John Eye)	03/01/10, 06/30/13	100 75	0 %	
5.4.7 Library services and collections are evaluated regularly to insure a superior level of quality. (Library)	03/01/10, 06/30/13	100% % Complete	75 %	
5.4.7.1 Assess library services and collections. (John Eye)	03/01/10, 06/30/13	100 75	75 %	
5.4.7.2 Assess library personnel. (John Eye)	03/01/10, 06/30/13	100% 75	50 %	
5.4.8 Expand fundraising efforts to provide additional library collections and services. (Library)	03/01/10, 06/30/13	100% % Complete	100 %	
5.4.8.1 Coordinate efforts with SUU Development Office. (John Eye)	03/01/10,	100%	80 %	

















	06/30/13	75		
5.4.8.2 Develop FOL activities (eg. Book sale, Gala, Driggs lecture, Folio project, Iron County Record) (John Eye)	03/01/10, 06/30/13	100% 80	80 %	
5.4.8.3 Identify potential funding sources. (John Eye)	03/01/10, 06/30/13	100% 35	35 %	
5.5 Continue to ensure the uniformity of high quality service in key student support areas on campus (Student Services) (06/30/13)	Measure: % complete enhancing student services	Target: 100%	YTD: 70 %	
<i>Comments on Status: A sub-committee from the Retention committee has been charged with championing customer service. The committee is led by Kim Roeder.</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
5.5.1 Create a "SUU Service Strategy" that stresses fast, friendly, simple, effective and flexible (Student Services)		100% % Complete	50 %	
<i>Comments on Status: A committee to address customer service has been organized.</i>				
5.5.1.1 Develop a written and online SUU Service Strategy standards booklet (create, e-mail, phone, and general customer service standards) (Kim Roeder)	11/01/10, 06/29/12	100% % Complete	25 %	
<i>Comments on Status: 8/31/2011 - The Admissions Welcome Center has developed an example that can be used as a template for other departments to adapt.</i>				
5.5.1.1.1 Obtain support for the online handbooks from key players around campus. (Kim Roeder)	03/30/12, 06/01/12	100%	0 %	
<i>Comments on Status: 8/31/2011 - This project will commence once departments begin to adapt the template created by Admissions</i>				
5.5.1.2 Review the hours and policies of student services across campus to ensure that they are meeting the needs of the students. (Kim Roeder)	08/01/11, 01/06/12	100%	0 %	
5.5.1.3 Review and determine faculty, staff and administrative departments/offices/committees which do not currently include student representation. Make suggestions for increasing the student input in these areas. (Kim Roeder)	08/26/11, 12/02/11	100%	0 %	
<i>Comments on Status: 8/31/2011 - This initiative will commence after the training programs have been deployed in September. It should be a quick process to review campus committees.</i>				
5.5.1.4 Increase ways for students to provide feedback on services through evaluations, comment cards, etc. across campus. (Kim Roeder)	01/02/12, 04/27/12	100%	10 %	
<i>Comments on Status: 8/31/2011 - This initiative is underway and has become an on-going item of business within subcommittee meetings.</i>				
5.5.1.5 Research methods for increasing the use of technology in how we share information such as a campus wide email policy, plasma screens, intranet, etc. (Kim Roeder)	04/29/11, 06/30/11	100%	0 %	
<i>Comments on Status: 8/31/2011 - This initiative has been postponed so the committee can learn more about previous conversations that have taken place regarding digital signage on campus.</i>				
5.5.2 Develop measurable service standards for every student service (Student Services)	09/01/10, 12/16/11	100% % Complete	50 %	
5.5.2.1 Evaluate the service needs and areas of concern for student services on campus (Kim Roeder)	12/01/10, 12/16/11	100% % Complete	50 %	
5.5.2.2 Address areas if concern at PACCT - Customer Service meetings (Kim Roeder)	12/01/10, 06/30/11	100% % Complete	100 %	

5.5.2.3 Provide professional development opportunities to faculty/staff to increase awareness and practical application of services currently available that can assist retention. (Kim Roeder)	12/01/10, 12/16/11	100% % Complete	50 %	
5.5.2.4 Develop training programs for faculty and staff, particularly front line personnel focused on the "ethos of caring." (Kim Roeder) <i>Comments on Status: 8/31/2011 - The subcommittee will address this initiative after the student employee training has been deployed</i>	11/01/11, 07/02/12	100%	0 %	
5.5.3 Create orientation, training, evaluation, recognition, and rewards (Service Champions) programs (Student Services)	12/01/10, 06/28/13	100% % Complete	50 %	
5.5.3.1 Conduct initial Service Strategy training for new employees (Kim Roeder) <i>Comments on Status: 8/31/2011 - The training has been designed and will be executed on September 21, 2011</i>	12/01/10, 09/30/11	100% % Complete	50 %	
5.5.3.2 Develop secret shopper program to evaluate employee commitment to the SUU Service Strategy (Kim Roeder)	12/01/10, 12/02/11	100% % Complete	25 %	
5.5.3.3 Encourage nominations for the SUU Student Services Excellence Award, T-Bird Commitment to Excellence, and SUU Outstanding Staff Employee Awards. (Jake Johnson) <i>Comments on Status: Recognition of staff is taking place on a regular basis.</i>	12/01/10, 12/01/11	100% % Complete	75 %	
5.5.3.4 Using a campus-wide committee, create an enhanced new faculty/staff orientation to educate on the unique history of SUU, encourage "buy in" and teach the culture of caring. This will also include a "buddy" peer program. (Kim Roeder) <i>Comments on Status: 8/31/2011 - This will be part of the September 21, 2011 training</i>	06/30/11, 09/30/11	100%	50 %	
5.5.3.5 Establish student employee general meeting once a year that reinforces the expectations, expresses appreciation and brings them together. (Kim Roeder) <i>Comments on Status: 8/31/2011 - The subcommittee has determined the dates for this meeting following the September 21, 2011 training</i>	04/29/11, 09/30/11	100%	25 %	
5.5.3.6 Provide social opportunities for student employees to network with each other such as a softball game or a picnic. (Kim Roeder) <i>Comments on Status: 8/31/2011 - Kim has convened a committee of student employees to begin planning social functions and appreciation programs for student employees</i>	03/02/12, 04/27/12	100% % Complete	25 %	
5.6 Ensure SUU is employing effective technology in teaching and learning environments (Academic Affairs) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 33 %	
<i>Comments on Status: 9-1-11 Creating a Task Force to look into use of technology in teaching and on campus</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
5.6.1 Achieve 100% mediation of classrooms as appropriate and invest in training for faculty through the Teaching and Faculty Development Center (TFDC) (Glen Pryor) (Provost's Office) <i>Comments on Status: Cycle of upgrades and additions continues each year.</i>	06/01/10, 06/30/13	100% % complete	60 %	
5.7 Develop institutional plan and support online and distance education (Academic Affairs) (06/29/12)	Measure: % Complete	Target: 100%	YTD: 33 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
5.7.1 Charge the Online Education Advisory Committee to develop a 3 to 5 year plan for distance and online education at SUU (Karl Stevens & Richard Esinger) (Academic Affairs)	01/01/10, 12/16/11	100% % complete	25 %	

5.7.2 Implement a funding model that establish new tuition payment system for online courses (Bruce Tebbs) (Provost's Office)	05/03/10, 12/16/11	100% % Complete	75 %	
5.7.3 Adjust tuition charges for online and distance education classes (Provost's Office)	05/10/10, 01/31/12	100 % complete	25 %	

FACULTY & STAFF DEVELOPMENT STRATEGIC INITIATIVES & ORGANIZATIONAL STRATEGIC OBJECTIVES

6 Faculty Excellence and Development

6.1 Hire and retain outstanding faculty and staff to support mission and academic strategic goals (Academic Affairs) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 33 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
6.1.1 Monitor faculty turnover (Academic Affairs)	04/01/10, 06/30/13	100% % Complete	25 %	
6.1.1.1 Assess turnover rate for SUU faculty in comparison to Utah and peer schools (Bruce Tebbs and Christian Reiner) (Bill Byrnes)	04/01/10, 06/30/13	100%	10 %	
6.1.1.1.1 Create effective system for recognizing and addressing faculty grievances or impediments to success (Bill Byrnes)	04/01/10, 06/30/13	100%	0 %	
6.1.2 Hire additional faculty in key enrollment pressure points (Provost's Office)	04/01/10, 06/30/13	100% % complete	75 %	
6.1.2.1 Develop detailed priority list and costs for faculty needed by college and department (Bill Byrnes)	03/01/10, 12/31/10	100% % complete	100 %	
6.1.2.1.1 Establish budget detail for multi-year hiring plan (Bill Byrnes)	03/01/10, 06/01/10	100% % complete	100 %	
6.2 Review and Address Faculty Workload Issues (Academic Affairs) (04/30/11)	Measure: % complete in revising workload policy	Target: 100%	YTD: 100 %	
<i>Comments on Status: Policies re-written and forward to Faculty Senate for action. Finalized spring 2011.</i>				
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
6.2.1 Evaluate the distribution of faculty workload across the university (Provost's Office)	04/01/10, 06/30/13	100% % Complete	20 %	
6.2.1.1 Create hiring priorities for new faculty and adjuncts to address overload problem (Brad Cook, Bill Byrnes) (Bill Byrnes)	01/04/10, 06/30/13	100% % complete	66 %	
6.2.1.2 Continually identify departments with overloads exceeding norms and address specific issues as needed (Brad Cook, Bill Byrnes) (Bill Byrnes)	01/04/10, 06/30/13	100% % complete	50 %	
6.2.1.3 Develop hiring priorities for 2011-12 (Brad Cook, Bill Byrnes, Deans) (Bill Byrnes)	10/01/10, 12/31/10	100% % Complete	100 %	
6.2.1.4 Develop hiring priorities for 2012-13 (Brad Cook, Bill Byrnes, Deans) (Bill Byrnes)	10/01/10, 12/05/11	100% % Complete	25 %	
6.2.1.5 Develop hiring priorities for 2013-14 (Brad Cook, Bill Byrnes, Deans) (Bill Byrnes)	11/01/12, 02/01/13	100% % Complete	0 %	
6.2.2 Revise LRT Policy 6.1 (Academic Affairs)	09/01/10, 06/30/13	100% % Complete	20 %	
6.2.2.1 Alter policy to reflect % of time expected of faculty in teaching, scholarly/creative, and service activities (Bill Byrnes) <i>Comments on Status: Awaiting outcome of faculty senate revisions to workload and compensation policy. Will require more changes to policy 6.1. Action will be pursued in 2011-AY. Faculty Senate work complete, assessment of additional changes to policy and procedure underway.</i>	08/16/10, 12/30/11	100% % complete	30 %	

6.2.2.2 Revise 6.1 to reflect additional assessment levels of performance related to merit and strengthen the wording related to the Post-Tenure review process (Brad Cook, Bill Byrnes, Deans) (Bill Byrnes)	08/30/11, 02/27/12	100% % Complete	0 %	
6.2.3 Revise Faculty Workload Policy 6.27 (Bill Byrnes) (Academic Affairs)	08/16/10, 11/08/10	100% % complete	100 %	
6.2.4 Revise 6.35 Policy on Course Preparations (Bill Byrnes) (Academic Affairs)	04/01/10, 06/18/10	100% % complete	100 %	
6.2.5 Revise Policy 6.9 Overload and Supplemental Compensation and Consulting (Bill Byrnes) (Academic Affairs)	08/16/10, 11/08/10	100% % complete	100 %	
6.2.6 Forward policy 6.27 and 6.9 to Faculty Senate for review and action (Bill Byrnes) (Academic Affairs)	11/09/10, 02/28/11	100% % Complete	100 %	
<i>Comments on Status: Both policies approved and in place for 2011-12 AY.</i>				
6.3 Create Center of Excellence for Teaching and Learning (CETL) - Brad Cook (Provost's Office) (08/16/10)	Measure: % complete in establishing CETL	Target: 100%	YTD: 100 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
6.3.1 Appoint an Interim Director of CETL (Provost's Office)	05/03/10, 07/01/10	100% % complete	100 %	
6.3.1.1 Create an operating budget for CETL (Bill Byrnes)	07/01/10, 08/16/10	100% % complete	100 %	
6.3.1.2 Create a team of faculty and staff to develop a program master plan for CETL (Kyle Bishop) (Bill Byrnes) <i>Comments on Status: Advisory Council established with mission statement completed</i>	07/01/10, 05/01/11	100% % complete	100 %	
6.3.1.3 Develop faculty mentoring program for junior faculty (Kyle Bishop - Director) (Bill Byrnes) <i>Comments on Status: Mentoring program for new faculty is up and running. Mentoring plan for "junior" faculty still under development for 2011-12 and beyond.</i>	07/01/10, 06/30/11	100% % complete	100 %	
6.4 Support Faculty Scholarly, Creative, and Research Grants (Provost's Office) (06/30/13)	Measure: % Complete	Target: 100%	YTD: 33 %	
Deans/Directors or Staff and Faculty or Staff Strategic Objectives	Start Date, End Date	Target Measure	YTD	Status
6.4.1 Restore Funding for Faculty Scholarly Support Grants (Provost's Office)	07/01/10, 10/01/10	100% % Complete	100 %	
6.4.2 Enhance faculty support for researching and writing grants (Provost's Office)	07/01/10, 06/30/13	100% % Complete	33 %	
6.4.3 Hire additional administrative assistant to work in the office Sponsored Research (Provost's Office)	10/01/10, 11/15/10	100 % Complete	100 %	