

**BEMIDJI STATE UNIVERSITY  
WORK PLAN 2004-2007**  
Predicated on the University Plan: Strategies for 2002-2007

This grid links the Work Plan to the University Plan.  
It updates the grid for the Work Plan dated 2002-2007.

August 23, 2004

University Plan Strategy	U-Plan Initiative (Strategy A only)		University Plan Action Step * & Short Title	Work Plan & Short Title	2004-05 Work Plan Director	2005-06 Work Plan Director	2006-07 Work Plan Director	
Strategy A Maintain, expand, diversify resources	Initiative 1 Enrollment	a.	Academic Programs	Action Step 1 Growth through existing programs	Work Plan 1  Existing Program Growth  1A Solicit Enrollment Ideas from Academic Departments 1B Network with Regional Two-Year Schools and State Universities 1C Consider PSEO and Concurrent Enrollment Opportunities 1D Analyze Potential Enrollment for On-Campus Programs 1E Analyze Potential Enrollment for Off-Campus Programs 1F Present a Plan to Campus	1A N Erickson, M Tadlock, R Womack  1B J Fredrickson  1C R Griggs 1D P Muller 1E R Griggs	1A N Erickson, M Tadlock, R Womack  1B J Fredrickson  1F J Fredrickson	1A N Erickson, M Tadlock, R Womack  1B J Fredrickson
Strategy A Maintain, expand, diversify resources				Action Step 2 Growth through new programs	Work Plan 2  New Program Growth 2A Utilize Conceptual Framework 2B Distribute Career and Enrollment Trends 2C Solicit New Program Ideas from Departments 2D Inter-College Communication on New Programs 2E New Programs Identified by MnSCU	2A J Fredrickson 2B P Muller 2C N Erickson, M Tadlock, R Womack 2D J Fredrickson 2E M Tadlock	2B P Muller 2C N Erickson, M Tadlock, R Womack 2D J Fredrickson 2E M Tadlock	2B P Muller 2C N Erickson, M Tadlock, R Womack 2D J Fredrickson 2E M Tadlock

Strategy A Maintain, expand, diversify resources		b. Recruit-ment	Action Step 1 Improve matriculation of primary constituents	Work Plan 3 3A Recruit and Matriculate Students from Primary Market Including Those Under-served 3B Potential Students	3A P Muller 3B P Muller	3A P Muller 3B P Muller	3A P Muller 3B P Muller
Strategy A Maintain, expand, diversify resources			Action Step 2 Identify new prospective student markets	Work Plan 4 4A New Student Markets  4B Enhance Summer Opportunities	4A P Muller 4B R Griggs		
Strategy A Maintain, expand, diversify resources			Action Step 3 Create new incentive packages	Work Plan 5 Incentive Packages	W Maki		
Strategy A Maintain, expand, diversify resources			Action Step 4 Utilize MnSCU allocation formula	Work Plan 6 Allocation Models and Cost Studies	J Fredrickson W Maki	J Fredrickson W Maki	J Fredrickson W Maki
Strategy A Maintain, expand, diversify resources		c. Retention	Action Step 1 Evaluate academic and service retention effectiveness	Work Plan 7 Student Retention Rates of Current Academic and Service Programs 7A Review Retention Practices & Data 7B Office Retention Guidelines 7C Retention Programs 7D Academic Advising	7A J Fredrickson W Maki 7B J Fredrickson W Maki 7C J Fredrickson W Maki 7D R Lee		
Strategy A Maintain, expand, diversify resources			Action Step 2 Evaluate student and university services retention effectiveness	See Work Plan 7			
Strategy A Maintain, expand, diversify resources		d. Extended & Distance Learning	Action Step 1 Evaluate extended and distance learning delivery models	Work Plan 8 Evaluate Resource Generation of Distance Learning	R Griggs	R Griggs	R Griggs

University Plan Strategy (Strategy A only)	U-Plan Initiative		University Plan Action Step * & Short Title	Work Plan & Short Title	2004-05 Work Plan Director	2005-06 Work Plan Director	2006-07 Work Plan Director
Strategy A Maintain, expand, diversify resources			Action Step 2 Explore credit and non-credit opportunities	Work Plan 9 New And Expanded Programs 9A Online Academic Programs 9B Other Distance Learning Programs	9A R Griggs 9B R Griggs	9A R Griggs	9A R Griggs

Strategy A Maintain, expand, diversify resources			Action Step 3 Matriculate new students through off-campus delivery	See Work Plan 9			
Strategy A Maintain, expand, diversify resources		e. Enrichment Activities	Action Step 1 Evaluate and develop co- and extra-curricular programs	Work Plan 10 Enrichment Activities	K Hoven I Weir		
Strategy A Maintain, expand, diversify resources			Action Step 2 Recruit to utilize coaching and facility capacity	Work Plan 11 Coaching and Facility Capacities	VP External Relations	VP External Relations	VP External Relations
Strategy A Maintain, expand, diversify resources			Action Step 3 Evaluate and enhance athlete retention	Work Plan 12 Student Athlete Retention	R Goeb		
Strategy A Maintain, expand, diversify resources		f. Physical Environ-ment	Action Step 1 Develop and manage campus physical environment	Work Plan 13 Campus Physical Environment	W Maki	W Maki	W Maki
Strategy A Maintain, expand, diversify resources			Action Step 2 Develop and manage residence halls	Work Plan 14 Enhance Residential Housing	W Maki	W Maki	W Maki
Strategy A Maintain, expand, diversify resources	Initiative 2 State Allocation		Action Step 1 Work collabor- atively with MnSCU and other decision- makers and constituents	Work Plan 15 Enhance State Funding 15A Participate in System Governance 15B Foster Relationships with Broader Community	15A J Quistgaard 15B VP External Relations E McDunn	15A J Quistgaard 15B VP External Relations E McDunn	15A J Quistgaard 15B VP External Relations E McDunn
Strategy A Maintain, expand, diversify resources			Action Step 2 Provide case statements in support of legislation and promote awareness of university's regional role	Work Plan 16 Represent The University's Role To Region And State 16A Develop Case Statements 16B Communication of University's Mission	16A C Baer 16B J Quistgaard	16A C Baer 16B J Quistgaard	16A C Baer 16B J Quistgaard
Strategy A Maintain, expand, diversify resources			Action Step 3 Utilize MnSCU allocation model	Work Plan 17 Utilize Allocation Models and Cost Studies	W Maki J Fredrickson	W Maki J Fredrickson	W Maki J Fredrickson
Strategy A Maintain, expand, diversify resources	Initiative 3 Academic Resources		Action Step 1 Expand resources by realigning administrative structures	Work Plan 18 Investigate Realignment of Administrative Structures	J Quistgaard		

University Plan Strategy	U-Plan Initiative (Strategy A only)		University Plan Action Step * & Short Title	Work Plan & Short Title	2004-05 Work Plan Director	2005-06 Work Plan Director	2006-07 Work Plan Director
Strategy A Maintain, expand, diversify resources			Action Step 2 Expand resources by realigning curriculums	Work Plan 19 Investigate Realignment of Curriculums	J Fredrickson, N Erickson, M Tadlock, R Womack	J Fredrickson, N Erickson, M Tadlock, R Womack	J Fredrickson, N Erickson, M Tadlock, R Womack
Strategy A Maintain, expand, diversify resources	Initiative 4 External Resources		Action Step 1 Develop capacity for philanthropic giving	Work Plan 20 Fundraising Plan			
Strategy A Maintain, expand, diversify resources			Action Step 2 Utilize federal opportunities	Work Plan 21 Federal Funding Support	J Fredrickson	J Fredrickson	J Fredrickson
Strategy A Maintain, expand, diversify resources			Action Step 3 Pursue public and private partnerships	Work Plan 22 Partnership Opportunities	VP External Relations	VP External Relations	VP External Relations
Strategy A Maintain, expand, diversify resources			Action Step 4 Expand capacity with agency relationships	Work Plan 23 Agency Relationships	VP External Relations	VP External Relations	VP External Relations
Strategy A Maintain, expand, diversify resources			Action Step 5 Obtain grant support	Work Plan 24 Grant Writing 24A Review of Grant Proposals 24B Application of Grant Indirects	24A J Fredrickson 24B W Maki	24A J Fredrickson	24A J Fredrickson
Strategy A Maintain, expand, diversify resources	Initiative 5 Tuition		Action Step Manage tuition	Work Plan 25 Tuition 25A Gain Student Input 25B Identify Competitive Considerations 25C Manage Tuition 25D Strategic Plan and Scholarships	25A J Quistgaard 25B J Quistgaard 25C J Quistgaard 25D VP External Relations	25A J Quistgaard 25B J Quistgaard 25C J Quistgaard	25A J Quistgaard 25B J Quistgaard 25C J Quistgaard
Strategy B Support Excellence in Learning Programs and Services			Action Step 1 Provide quality liberal education foundation	Work Plan 26 Provide Quality Liberal Education Foundation 26A Liberal Education and Honors Curriculum and Assessment 26B Technology and Learning Resources	26A N Erickson, S Hauser 26B F Hartman	26A N Erickson, S Hauser 26B F Hartman	26A N Erickson, S Hauser 26B F Hartman

Strategy B Support Excellence in Learning Programs and Services			Action Step 2 Through career preparation, prepare students for life- long learning and leadership	Work Plan 27 Provide Quality Career Preparation Opportunities 27A Assessment Activities 27B Curriculum Development 27C Career Development Opportunities 27D National Academic Honorary Memberships	27A N Erickson R Womack M Tadlock 27B N Erickson R Womack M Tadlock 27C J Blessing 27D D Ladig	27A N Erickson R Womack M Tadlock 27B N Erickson R Womack M Tadlock 27C J Blessing	27A N Erickson R Womack M Tadlock 27B N Erickson R Womack M Tadlock 27C J Blessing
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University Plan Strategy	U-Plan Initiative (Strategy A only)		University Plan Action Step * & Short Title	Work Plan & Short Title	2004-05 Work Plan Director	2005-06 Work Plan Director	2006-07 Work Plan Director
Strategy B Support Excellence in Learning Programs and Services			Action Step 3 Enhance student access to campus services	Work Plan 28 Commitment to Students 28A Definition of Student- Centered 28B Noel-Levitz Survey 28C Student-Centered Indicators and Guidelines 28D Institutional Adoption of Student-Centered Guidelines	28A J Blessing 28B I Weir 28C J Blessing	28B I Weir 28D W Maki J Fredrickson	28B I Weir
Strategy B Support Excellence in Learning Programs and Services			Action Step 4 Connect faculty and staff to professional development opportunities	Work Plan 29 Professional Development 29A Support Professional Development Opportunities for Faculty 29B Support Professional Development Opportunities for Staff 29C Support Professional Development Opportunities for Administrators 29D Utilize MnSCU Resources	29A N Erickson R Womack M Tadlock R Lee 29B J Arneson 29C J Fredrickson W Maki VP External Relations J Quistgaard	29B J Arneson 29C J Fredrickson W Maki VP External Relations J Quistgaard	29B J Arneson 29C J Fredrickson W Maki VP External Relations J Quistgaard
Strategy B Support Excellence in Learning Programs and Services			Action Step 5 Student engagement experiences	Work Plan 30 Student Engagement 30A Review Student Engagement Survey Results 30B Consider Adoption of Commercial Student Engagement Survey 30C Identify Student Engagement Opportunities 30D Capstone Requirement 30E Student Scholarship Link to Faculty Research Projects 30F Graduation Requirement 30G Engagement Surveys	30F N Erickson R Womack M Tadlock J Fredrickson 30G I Weir		

Strategy B Support Excellence in Learning Programs and Services			Action Step 6 Prepare students through diversity and multicultural experiences	Work Plan 31 Diversity 31A Attract and Retain More Diverse Faculty, Staff, and Administrators 31B Enroll and Retain Students from Under-served Constituencies 31C Develop Long-Range Plan for International and Domestic Study-Travel Programs 31D Enhance Diversity and Multicultural Component in Liberal Education Curriculum 31E Infuse Multicultural Perspectives into Curriculum and Co-Curricular Activities 31F International Programming	31A Lorena Cook J Arneson 31B Lee Cook, P Muller 31C R Ley L Ritchie 31D S Hauser 31E Lee Cook 31F R Ley N Erickson	31A Lorena Cook J Arneson 31B Lee Cook, P Muller 31D S Hauser 31E Lee Cook 31F R Ley N Erickson	31A Lorena Cook J Arneson 31B Lee Cook, P Muller 31D S Hauser 31E Lee Cook 31F R Ley N Erickson
Strategy B Support Excellence in Learning Programs and Services			Action Step 7 Prepare students for technological society and environment	Work Plan 32 Preparation for a Technological Society 32A Support Teaching of Ethical and Bioethical Implications of Technology Decisions 32B Improve Computer Application Skills 32C Incorporate Technology and Ethics into Freshman Year Experience 32D Consultant Recommendations for Computer Services	32A R Lee 32B FHartman 32C C Hatch, P Dahl 32D W Maki	32B FHartman 32C C Hatch, P Dahl	32B FHartman 32C C Hatch P Dahl

University Plan Strategy	U-Plan Initiative (Strategy A only)		University Plan Action Step * & Short Title	Work Plan & Short Title	2004-05 Work Plan Director	2005-06 Work Plan Director	2006-07 Work Plan Director
Strategy B Support Excellence in Learning Programs and Services			Action Step 8 Participate in development and enrichment of region	Work Plan 33 Service Region Initiatives 33A Workforce Training and Economic Development 33B Teacher Preparation Advisory Councils 33C Healthcare Education Programs 33D Tribal College Consortium 33E Partnerships with Regional Organizations 33F Respond to Regional Needs 33G Recognize and Promote BSU Participation within the Region	33A D Kingsbury 33B J Fredrickson 33C R Womack 33D Lee Cook 33E N Erickson 33E N Erickson R Womack M Tadlock 33F J Fredrickson W Maki VP External Relations J Quistgaard 33G J Fredrickson	33A D Kingsbury 33B J Fredrickson 33D Lee Cook 33E N Erickson R Womack M Tadlock 33F J Fredrickson W Maki VP External Relations J Quistgaard 33G J Fredrickson	33A D Kingsbury 33B J Fredrickson 33D Lee Cook 33E N Erickson R Womack M Tadlock 33F J Fredrickson W Maki VP External Relations J Quistgaard

Strategy B Support Excellence in Learning Programs and Services			Action Step 9 Provide stewardship of campus physical environment	Work Plan 34 Environmentally Responsible Campus 34A Suggestions Clearinghouse 34B Construction Decisions 34C Student Organizations	34A W Maki 34B W Maki 34C R Ladig	34A W Maki 34B W Maki 34C R Ladig	34A W Maki 34B W Maki 34C R Ladig
Strategy B Support Excellence in Learning Programs and Services				Work Plan 34.1 Graduate Studies	M Tadlock	M Tadlock	M Tadlock
Strategy C Align Resources with Priorities...			Action Step 1 Identify priorities that emerge from the planning process	Work Plan 35 Work Plan Measurement : Strategy B, Opportunities to Support Excellence	J Quistgaard	J Quistgaard	J Quistgaard
Strategy C Align Resources with Priorities...			Action Step 2 Identify sources of funding	Work Plan 36 Work Plan Measurement: Strategy A, Opportunities to Expand Resources	J Quistgaard	J Quistgaard	J Quistgaard
Strategy C Align Resources with Priorities...			Action Step 3 Allocate resources to enable the excellence and enrollment growth	See Work Plans 35 and 36			
Strategy C Align Resources with Priorities...			Action Step 4 Assure appropriate accountability measures	Work Plan 37 University Plan Measurement: Accountability Framework	I Weir	I Weir	I Weir
Strategy D Enhance Institutional Decision- making and Shared Governance			Establish criteria & conceptual model	Work Plan 38 Conceptual Model And Criteria 38A Conceptual Model 38B Criteria			

University Plan Strategy	U-Plan Initiative (Strategy A only)		University Plan Action Step * & Short Title	Work Plan & Short Title	2004-05 Work Plan Director	2005-06 Work Plan Director	2006-07 Work Plan Director
Strategy D Enhance Institutional Decision- making and Shared Governance			Action Step 1 Enhance campus communication	Work Plan 39 Campus Communications 39A Collective Bargaining and Student Leadership Communications 39B Planning Structure Communications 39C Office of the President Communications 39D University Communication Plan	39A J Fredrickson 39B J Fredrickson 39C J Quistgaard 39D VP External Relations	39A J Fredrickson 39B J Fredrickson 39C J Quistgaard 39D VP External Relations	39A J Fredrickson 39B J Fredrickson 39C J Quistgaard 39D VP External Relations

Strategy D Enhance Institutional Decision- making and Shared Governance			Action Step 2 Support campus planning process	Work Plan 40 University Planning 40A Development 40B Changes in Planning Structure 40C Planning versus Operations 40D Review of the Planning Process	40A J Fredrickson 40B J Fredrickson, W Maki 40C J Fredrickson, W Maki 40D J Fredrickson, W Maki	40A J Fredrickson	40A J Fredrickson
Strategy D Enhance Institutional Decision- making and Shared Governance			Action Step 3 Use planning process to advance university issues	Work Plan 41 University Issues 41A MnSCU Representation 41B Accreditation Representation 41C University Name	41A J Fredrickson W Maki VP External Relations 41B J Fredrickson	41A J Fredrickson W Maki VP External Relations 41B J Fredrickson 41C J Quistgaard	41A J Fredrickson W Maki VP External Relations 41B J Fredrickson
Strategy D Enhance Institutional Decision- making and Shared Governance			Action Step 4 Use planning process to avoid crisis decision- making	Work Plan 42 Anticipate Financial Challenges 42A Anticipate Institutional Financial Challenges 42B Plan for Challenges	42A W Maki 42B W Maki	42A W Maki 42B W Maki	42A W Maki 42B W Maki
Strategy D Enhance Institutional Decision- making and Shared Governance			Action Step 5 Support development of leaders	Work Plan 43 Leadership Development	J Fredrickson, W Maki	J Fredrickson, W Maki	J Fredrickson, W Maki
Strategy D Enhance Institutional Decision- making and Shared Governance			Action Step 6 Integrate planning efforts	Work Plan 44 Prioritize Projects and Develop Master Plans 44A Utilize MnSCU Resources 44B Master Academic Plan 44C Master Technology Plan 44D Master Facilities Plan	44A W Maki 44B J Fredrickson, N Erickson, M Tadlock, R Womack 44C J Fredrickson W Maki, F Hartman, VP External Relations 44D W Maki	44C J Fredrickson W Maki, F Hartman, VP External Relations	44C J Fredrickson W Maki, F Hartman, VP External Relations 44D W Maki