

**BEMIDJI STATE UNIVERSITY  
WORK PLAN FOR 2004-2007**

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**Predicated on The University Plan: Strategies for 2002-2007**

**Updated from the Work Plan for 2002-2007**

**08/23/04**

**Preface to the 2004-2007 Work Plan**

The *University Plan: Strategies for 2002-2007* is a strategic plan that, by definition, addresses critical issues defined by the environment in which Bemidji State University operates. The plan is complete and is available on the university web site: [http://info.bemidjistate.edu/News/plans/strategies02\\_07.html](http://info.bemidjistate.edu/News/plans/strategies02_07.html).

The *Accountability Framework* offers a means of evaluating progress toward achieving the strategic directions identified in The University Plan and MnSCU's Strategic Plan.

The *Work Plan* is the managing tool that translates the broad range of objectives of the

University Plan into specific activities and time frames. Progress is measured by accomplishment of the Work Plan tasks.

### ***Introduction to the Work Plan***

The Work Plan follows the same organizational pattern as the University Plan; a grid accompanies the Work Plan indicating the relationship between the two plans, and providing a quick glance at both plans.

Some items in the Work Plan are not new to the University – they are components of daily and ongoing efforts to further the success of Bemidji State students, and to increase the success of the University itself. Some items are new, or are newly expressed.

A Work Plan Director is designated for each of the Work Plan items. Some Work Plan items also include a list of Suggested Participants. This list may be utilized and supplemented at the discretion of the Work Plan Director.

### ***Instructions for Work Plan Directors***

Work Plan Directors are identified by position in the Work Plan proper, and by name in the Work Plan Grid.

Designated Work Plan Directors have two primary responsibilities:

- Completion of the Work Plan items in the set time line, by their own work or by facilitating the work of others.
- Annual report on the status of Work Plan items, in response to request from the Vice President for Academic and Student Affairs.

As noted in the Introduction, some items in the Work Plan are already in-progress or in place. To acknowledge this work, and to avoid redundancy, please consider previous and ongoing work as you move forward with Work Plan items.

Questions or comments about the Work Plan may be addressed to Dr. Joann Fredrickson, Vice President for Academic & Student Affairs.

## **BEMIDJI STATE UNIVERSITY**

### **WORK PLAN FOR 2004-2007**

#### **Predicated on The University Plan: Strategies for 2002-2007**

#### ***Strategy A (Resources)***

#### ***Maintain, Expand, and Diversify Resources to Enhance Educational Excellence.***

Bemidji State University will pursue strategic, aggressive growth that retains currently enrolled students and draws from potential qualified student populations currently outside the university community.

#### **Strategy A: Resources Initiative 1. Enrollment Academic Programs**

#### **Work Plan 1**

**Analyze potential enrollment growth for *existing* academic programs and develop a plan to deliver current programs to these students, considering both campus and distance delivery.**

#### *Notes from the University Plan:*

*Identify and support potential enrollment growth for existing academic programs. For example, programs offering Liberal Education courses*

*may be able to enhance enrollment through on-campus PSEO offerings, or off-campus College in the Schools offerings, and major programs and graduate programs may be able to enhance enrollment by identifying new student cohorts for existing degree offerings.*

## Work Plan 1A

### Solicit Enrollment Ideas from Academic Departments

Work Plan Directors: Deans

Time Line: Spring 2004 and annually thereafter

Through departmental evaluation of changes in industry, society, and discipline, identify suggestions of new student markets for existing programs.

#### Task 1

Request such consideration by departments. Set a specific time to discuss/share such ideas.

#### Task 2

Include "new markets" component in five-year review process. Apprise departments of changes in guidelines. Suggested participant: Academic Affairs Committee Co-Chair/Dean.

## Work Plan 1B

### Network with Regional Two-Year Schools and State Universities

Work Plan Director: Vice President for Academic & Student Affairs

Time Line: Spring 2003 and annually thereafter

Network with regional two-year schools to identify new students for existing undergraduate and graduate programs.

Task

Develop and implement a process for closer communications with regional two-year institutions. Suggested Participants: Deans, AIRC Director, Office of Enrollment Management, NWTC-Bemidji.

Work Plan 1C

Consider PSEO and Concurrent Enrollment Opportunities

Work Plan Director: Dean of Distance Learning

Time Line: 2004-2005

New markets for existing undergraduate offerings may include PSEO and concurrent enrollment students.

Task 1

Consider MnSCU's research on alternative delivery models for late high school and early college learning (MnSCU Work Plan 2.2.1). Summer 2003

## Task 2

Consider institutional opportunity to participate in concurrent enrollment options in high schools. Review best practices in concurrent enrollment. Evaluate opportunity against criteria identified in Work Plan 38B in Strategy D. Suggested Participants: interested faculty, Outreach & Partnership Planning Committee.

## Task 3

Provide a final recommendation to the Vice President for Academic & Student Affairs. Spring 2005.

## Work Plan 1D

### Analyze Potential Enrollment for On-Campus Programs

Work Plan Director: Director of Admissions

Time Line: 2004-2005

## Task 1

Continue 2<sup>nd</sup> year of EIS data tracking and place database on shared drive to create access for all faculty/staff.

## Task 2

Complete a new partnership with ACT as a Pilot institution to create a Predictive Model formula.

### Task 3

Conduct an analysis of potential opportunities to recruit students to our existing on-campus course offerings and degree programs.

### Task 4

Provide recommendation to Vice President for Academic & Student Affairs.

## Work Plan 1E

Analyze Potential Enrollment for Off-Campus Programs

Work Plan Directors: Dean of Distance Learning

Time Line: 2004-2005

Conduct an analysis of potential enrollment opportunities for our existing distance delivery course offerings or degree programs. Provide recommendation to Vice President for Academic & Student Affairs. Suggested Participants: Dean of Professional Studies and interested faculty.

## Work Plan 1F

Present a Plan to Campus

Work Plan Director: Vice President for Academic & Student Affairs

Time Line: Fall 2005

Provide a plan/recommendation to deliver our current programs to new student markets.

Suggested Participants: Deans and Office of Admissions.

**Strategy A: Resources  
Initiative 1. Enrollment  
Academic Programs**

**Work Plan 2**

**Identify and analyze potential new student enrollment growth associated with *new* programs (undergraduate, graduate, licensure, conference, and related offerings) and develop a plan on how these programs could be developed, delivered, and funded.**

*Notes from the University Plan:*

*Identify and support programs not currently offered, including additional undergraduate, graduate, and licensure programs, summer conferences, and related opportunities.*

Work Plan 2A

Utilize Conceptual Framework

Work Plan Director: Vice President for Academic & Student Affairs

Time Line: Fall 2004

Provide to departments and programs the conceptual model and criteria (economic engine, passion, best in the world; see Strategy D, Work Plan 38A) by which new programs ideas will be



evaluated.

## Work Plan 2B

Distribute Career and Enrollment Trends

Work Plan Director: Director of Admissions

Time Line: Fall 2003 and annually thereafter

Provide, to departments and programs, statistics on regional, state, and national trends in employment, academic programming, and enrollments.

## Work Plan 2C

Solicit New Program Ideas from Departments

Work Plan Directors: Deans

Time Line: Spring 2004 and annually thereafter

Identify new program opportunities through departmental evaluation of changes in industry, society, and their disciplines and from outside consultant advice.

### Task 1

Request departmental consideration of new program ideas, communicate those ideas to other departments in the college via a meeting, and select representatives from the college to participate in Work Plan 2D.

## Task 2

Include "potential new programs" component in five-year review process.

- Add an item on potential new programs to the Consultant Report Form for five-year reviews (Five Year Review Guideline, Appendix C). Suggested Participants: Academic Affairs Committee Co-chair/Dean
- Apprise departments of change in guidelines. Suggested Participants: Deans

## Work Plan 2D

### Inter-College Communication on New Programs

Work Plan Director: Vice President for Academic & Student Affairs

Time Line: Spring 2004 and annual thereafter

Hold an inter-college meeting to share and further develop ideas on new programs presented in Work Plan 2C.

## Work Plan 2E

### New Programs Identified by MnSCU

Work Plan Director: Dean of Professional Studies

Time Line: Fall 2003 and ongoing

Review and incorporate, as appropriate, programmatic recommendations identified by MnSCU.

## Task 1

Review and evaluate the Graduate Education Task Force report on current and projected needs for graduate education in Minnesota (MnSCU Work Plan 11.1.2).

## Task 2

Review the new program ideas as identified by MnSCU.

### **Strategy A: Resources Initiative 1. Enrollment Recruitment**

#### **Work Plan 3**

**Recruit qualified students currently outside the university community and improve matriculation rates of students in the university's primary constituencies, including under-served and under-represented groups.**

#### *Notes from the University Plan:*

*Identify and support opportunities to improve matriculation of students for whom Bemidji State is an option, with a special focus on American Indian and first-generation students.*

#### Work Plan 3A

Recruit and Matriculate Students from Primary Market Including Those Under-served

Work Plan Director: Director of Admissions

Time Line: Fall 2004 and ongoing

Develop and begin implementation of institutional plan to remove systemic barriers to participation and to improve measurably the recruitment of students who have been under-served by higher education, including American Indian and first-generation students.

#### Task 1

Evaluate MnSCU's best practices study (MnSCU Work Plan 1.1.1). Spring 2003

#### Task 2

Conduct campus climate survey to identify barriers to enrollment of under-served and under-represented student constituencies. Suggested Participants: Director of Research & Assessment; Director of American Indian Resource Center, Financial Aid Director, TRIO Student Support Services Director. Spring 2003

#### Task 3

Develop institutional plan to remove barriers and improve recruitment of under-served and under-represented student constituencies. Summer 2003

#### Task 4

Implement institutional plan. Ongoing.

### Work Plan 3B

### Potential Students

Work Plan Director: Director of Admissions

Time Line: 2004-2005 and Ongoing

### Task 1

Identify and collect data (in admissions) on potential students including those (1) we might expect to apply but do not, (2) who inquire but do not apply, and (3) who are accepted but do not matriculate. Suggested Participants: Director of Institutional Research & Assessment

### Task 2

Develop and implement strategies to encourage enrollment. Suggested Participants: Director of Institutional Research & Assessment

**Strategy A: Resources  
Initiative 1. Enrollment**

**Recruitment**

### **Work Plan 4**

**Identify new markets of prospective students.**

*Notes from the University Plan:*

*Identify and support recruitment from qualified student populations not addressed or emphasized in current recruitment efforts.*

### Work Plan 4A

## New Student Markets

Work Plan Director: Director of Admissions

Time Line: 2004-2005

Evaluate appropriate demographic, employment, recruitment and other data. Develop a plan for recruitment of new potential student markets with a report to the president. Suggested Participants: Recruitment & Retention Committee, Director of International Program Center, Dean of Graduate Studies, Director of American Indian Resource Center, Director of Institutional Research & Assessment.

## Work Plan 4B

Enhance Summer Opportunities

Work Plan Director: Dean of Extended Learning

Time Line: 2004-2005

### Task 1

Identify and support development of new credit and non-credit opportunities in summer session. Suggested Participants: Center for Extended Learning, Center for Research and Innovation, Academic Deans, Admissions, Registrar, News and Publications.

### Task 2

Enhance recruitment and marketing efforts for current summer offerings and recruit new students for expanded credit and non-credit offerings. Suggested Participants: Center for Extended Learning, Center for Research and Innovation, Academic Deans, Admissions,

Registrar, News and Publications.

**Strategy A: Resources  
Initiative 1. Enrollment**

**Recruitment**

**Work Plan 5**

**Develop financial incentive packages targeted at enrollment increases.**

*Notes from the University Plan:*

*Identify and support financial packages leveraging student enrollment. For example, offer packages with resident tuition, targeted scholarships, or related benefits.*

Incentive Packages

Work Plan Director: Vice President for Finance & Administration

Time Line: 2004-2005

Evaluate financial package plans that could optimize student enrollments, and study the impact of banded tuition on enrollment. Provide recommendations to the president. Suggested Participants: Admissions Director, Director of Financial Aid, Vice President for Advancement, University Advancement Accounting Officer, Director of Residential Life, Office of Enrollment Management, Director of International Program Center, Director of American Indian Resource Center.

**Strategy A: Resources  
Initiative 1. Enrollment**

**Recruitment**

**Work Plan 6**

**Study and report on the financial implications of allocation models and cost studies as they pertain to enrollment in academic programs.**

**See also Work Plan 17.**

*Notes from the University Plan:*

*Pay attention to the incentives provided by the MnSCU allocation formula when identifying and supporting recruitment of students.*

Allocation Models and Cost Studies

Work Plan Directors: Vice President for Academic & Student Affairs; Vice President for Finance & Administration.

Time Line: Spring 2003 and ongoing

Study and report on the financial implications of allocation models and cost studies as they pertain to enrollment in academic programs.

Task 1

Continue ongoing evaluation of allocation formula and cost studies funding implications.  
Suggested Participants: Business Manager, Assistant to Vice President for Academic & Student Affairs, Director of Research & Assessment, Registrar.



## Task 2

Broaden group to include Budget and Resource Allocation Committee, Deans, Department Chairpersons, Office of Admissions.

## Task 3

Respond to requests from campus for information.

## Task 4

Incorporate allocation formula and cost studies implications into University Plan Conceptual Framework and Criteria (Strategy D, Work Plans 38A, 38B).

### **Strategy A: Resources Initiative 1. Enrollment Retention**

## **Work Plan 7**

**Evaluate and improve student retention rates of current academic and service programs.**

*Notes from the University Plan:*

*Gather and analyze retention data by program (majors, Liberal Education, Honors, and related areas), and by student group, such as American Indian, traditional/nontraditional and others, and modify current and develop new retention programs and services as appropriate.*

*Gather and analyze retention data relevant to student services, business*

*services, and related areas and modify current and develop new programs and services as appropriate; consider accelerated educational options as a way to recruit and retain.*

## Work Plan 7A

### Review Retention Practices and Data

Work Plan Directors: Vice President for Finance & Administration; Vice President for Academic & Student Affairs

Time Line: 2004-2005

Determine how to best utilize retention data and national best practices to improve retention effectiveness of our academic programs and our student and university services. Suggested Participants: Recruitment & Retention Committee, Coordinator of Advising Services, Dean of Distance Learning, Director of International Program Center, Director of American Indian Resource Center.

## Work Plan 7B

### Office Retention Guidelines

Work Plan Directors: Vice President for Finance & Administration; Vice President for Academic & Student Affairs

Time Line: Spring 2005

## Task 1

Utilizing results of 7A, create academic and service office guidelines to improve retention across campus. Suggested Participants: Recruitment & Retention Committee, Coordinator of Advising Services, Dean of Distance Learning, Director of International Program Center, Director of American Indian Resource Center.

## Task 2

Incorporate retention guidelines into academic and service five-year plans. Suggested Participants: Deans, Department Chairs, Directors.

## Work Plan 7C

### Retention Programs

Work Plan Directors: Vice President for Finance & Administration; Vice President for Academic & Student Affairs

Time Line: 2004-2005

Utilizing results of 7A, identify potential retention programs and identify ways to introduce these to the campus as options. Suggested Participants: Recruitment & Retention Committee, Deans, Student Affairs.

## Work Plan 7D

### Academic Advising

Work Plan Director: Director of the Center for Professional Development

Time Line: 2004-2005

Assess the current status of academic advising and, as appropriate, make recommendations for new approaches to support academic advising and faculty advisors. Suggested Participants: Faculty, Coordinator of Advising Services.

**Strategy A: Resources**

**Initiative 1. Enrollment**

**Extended & Distance Learning**

**Work Plan 8**

**Analyze distance learning costs and benefits and, as appropriate, grow enrollments.**

*Notes from the University Plan:*

*Analyze costs and benefits of Extended & Distance Learning offerings and services, and identify key thresholds appropriate to such offerings.*

Evaluate Resource Generation of Distance Learning

Work Plan Director: Dean of Distance Learning

Time Line: 2003-2004 and ongoing

Evaluate effectiveness of Extended & Distance Learning delivery models in generating additional institutional resources. See Work Plans 38A and 38B.

## Task

Analyze costs and benefits of Extended & Distance Learning offerings and services, and identify key thresholds appropriate to such offerings. Suggested Participants: Business Manager, Director of Research & Assessment.

### Strategy A: Resources

#### Initiative 1. Enrollment

#### Extended & Distance Learning

## Work Plan 9

**Explore opportunities to expand current and identify new distance learning offerings.**

### *Notes from the University Plan:*

*Support appropriate current and new credit and non-credit offerings, including graduate programs, summer programs and camps, Elderhostel, conferences, continuing professional education (CEUs), and collaborations and partnerships with public and private educational institutions.*

*Identify and support off-campus delivery models that will serve qualified students not currently enrolling at Bemidji State. Examples include additional ITV and Web offerings, 2+2 and 3+1 at community colleges, tribal college collaborations, College in the Schools (high schools), workshops, and related offerings. (Strategy A, 1, d, 3.)*

## Work Plan 9A

### Online Academic Programs

Work Plan Director: Dean of Distance Learning

Time Line: Spring 2003 and annually thereafter

Evaluate departmental support and capacity for additional cohorts in online academic programs.

#### Task 1

Evaluate departmental support and capacity for additional cohorts in the Education Department's DLiTE program. Suggested Participants: Dean of Professional Studies.

#### Task 2

Evaluate support and capacity of other programs interested in online program delivery.

#### Task 3

Participate in MnSCU's grant opportunities to increase fully online programs and services by 10 percent. (MnSCU Work Plan 10.5)

#### Task 4

Participate in MnSCU's statewide pilot initiative for online recruitment, program admissions, student retention and e-community. ( MnSCU Work Plan 10.6) Ongoing.

## Work Plan 9B

## Other Distance Learning Programs

Work Plan Director: Dean of Distance Learning

Time Line: 2004-2005

Evaluate departmental support and capacity for other credit and non-credit Extended & Distance Learning offerings that advance the University Plan. Suggested Participants: Departments; Executive Director of CRI; Executive Director of AIRC.

### **Strategy A: Resources**

#### **Initiative 1. Enrollment**

#### **Enrichment Activities**

### **Work Plan 10**

**Grow enrollments through appropriate enrichment activities.**

#### *Notes from the University Plan:*

*Gather and analyze data relevant to clubs and organizations, student government, outdoor programming, the arts, intramurals, and related co- and extra-curricular offerings, and identify, support, and as appropriate create, co- and extra-curricular activities that directly contribute to improving recruitment, retention, and student success in measurable ways.*

### **Enrichment Activities**

## Work Plan Directors: Director of Campus Recreation; Director of Institutional Research & Assessment

Time Line: 2004-2005

Improve recruitment, retention, academic learning, and student growth and development through appropriate enrichment activities.

### Task 1

Determine how best to integrate the relationship between on-campus co-curricular, extracurricular, and athletic participation and student retention and success.

### Task 2

Propose to offices, departments, and the university ways to act on the results of Task 1.

### Task 3

Identify suggestions implemented and report results.

### Task 4

Utilizing a work group, design and formally assess the impact of co-curricular activities on recruitment, retention, academic learning and student growth and development. Provide a formal report of the findings and an action plan to the Vice President for Finance & Administration, Vice President for Academic & Student Affairs, and the Recruitment and



## Retention Planning Committee.

### **Strategy A: Resources Initiative 1. Enrollment Enrichment Activities**

#### **Work Plan 11**

**Recruit students to fully utilize coaching and facility capacities.**

*Notes from the University Plan:*

*Identify athletic programs where coaches and facilities are under-utilized, and recruit students to realize full capacities.*

Coaching and Facility Capacities

Work Plan Director: Vice President for External Relations

Time Line: Spring 2004 and annually thereafter

#### Task 1

Identify student capacities by sport. Suggested Participants: Athletic Director.

#### Task 2

Set recruitment targets for each sport. Suggested Participants: Athletic Director.

#### Task 3

Consider adding new sports to fully utilize existing coaching and facility capacities.

### **Strategy A: Resources Initiative 1. Enrollment Enrichment Activities**

#### **Work Plan 12**

**Evaluate effectiveness of student athlete retention efforts.**

*Notes from the University Plan:*

*Gather and analyze success and retention data on student athletes, and modify and develop programs and services as appropriate.*

**Student Athlete Retention**

Work Plan Director: Athletic Director

Time Line: Spring 2004; 2004-2005

**Task 1**

Gather and analyze success and retention data on student athletes. Suggested Participants: Director of Research & Assessment; Title IX Committee.

**Task 2**

Modify and develop programs and services as appropriate to enhance student athlete academic success and retention. Suggested Participants: Academic Departments and Deans, Coaches, Coordinator of Advising Services.

**Strategy A: Resources**

**Initiative 1. Enrollment**

**Physical Environment**

**Work Plan 13**

**Manage campus physical environment toward improving recruitment, retention, and student success.**

*Notes from the University Plan:*

*Identify and support areas in need of improvement or enhancement, including parking, purposeful landscaping, sidewalks, residence halls, disabled access, levels of maintenance staffing, and health and safety issues; improve visibility of the campus in relation to the city of Bemidji.*

## Campus Physical Environment

Work Plan Director: Vice President for Finance & Administration

Time Line: Spring 2004 and annually thereafter

Identify and manage areas in need of improvement or enhancement, including parking, sidewalks, disabled access, health and safety, and maintenance staffing. Suggested Participants: Physical Plant Director, Student Government representative, Coordinator of Environmental Health and Safety, Parking Committee Chair (Erle Steigauf).

**Strategy A: Resources**

**Initiative 1. Enrollment**

**Physical Environment**

## Work Plan 14

**Enhance residence halls with an eye toward recruitment, retention, and success of students, and support of student involvement in campus life.**

*Notes from the University Plan:*

*Explore and develop initiatives and creative revenue streams to enhance on-campus housing facilities, including the possible development of suites and apartments.*

## Enhance Residential Housing

Work Plan Director: Vice President for Finance & Administration

Time Line: Fall 2003 and annually thereafter

### Task 1

Identify initiatives to enhance on-campus housing facilities. Suggested Participants: Director of Residential Life, Associate Director of Hobson Memorial Union, Residence Hall Association, Office of Enrollment Management, Director of American Indian Resource Center, Director of International Program Center.

## Task 2

Create revenue streams to enhance on-campus housing facilities. Suggested Participants: Suggested Participants: Director of Residential Life, Associate Director of Hobson Memorial Union, Residence Hall Association, Office of Admissions, Director of American Indian Resource Center, Director of International Program Center.

## Strategy A: Resources

### Initiative 2. State Allocation

## Work Plan 15

**Work collaboratively with Minnesota State Colleges and Universities and the Office of the Chancellor to enhance Bemidji State University funding.**

### *Notes from the University Plan:*

*Identify and support relationships with state, regional, and community decision-makers and constituents to strengthen and broaden the university's base of financial support within the state.*

## Work Plan 15A

Participate in System Governance

Work Plan Director: University President

Time Line: Annually

Participate in MnSCU dialogues, advisory groups, and in other forums, as opportunities become available. Suggested Participants: Executive Council and other campus members.

## Task 1

Prioritize participation in appropriate forums through annual performance goals.

## Task 2

Report on success/appropriateness of participation in annual performance reports.

## Work Plan 15B

Foster Relationships with Broader Community

Work Plan Directors: Vice President for External Relations; Foundation Executive Director

Time Line: Annually

Identify relationships with state, regional, and community decision-makers and constituents to strengthen and broaden the university's base of financial support within the state. Suggested Participants: Outreach & Partnerships Planning Committee, Alumni Association Director, Executive Director of BSU Foundation.

## **Strategy A: Resources Initiative 2. State Allocation**

## **Work Plan 16**

**Provide compelling case statements for appropriations, allocations, and bonding requests.**

### *Notes from the University Plan:*

*Identify, develop and provide documentation for legislative, bonding, and related requests and represent to the region and the state the university's leadership role in the economic, social and cultural vitality of its region.*

## Work Plan 16A

Develop Case Statements

Work Plan Director: Assistant to President for Government Relations

Time Line: January 2004 and Ongoing

Consistent with the University Plan, identify, develop and provide documentation for legislative, bonding, and related requests.

### Task 1

Insure that current proposals meet legislative and MnSCU requirements.

### Task 2

Develop procedural guidelines and assignments of responsibility to insure timely

presentation of projects for MnSCU legislative consideration.

### Task 3

Develop a university procedure for consideration of projects and prioritization of the same.

### Work Plan 16B

Communication of University's Mission

Work Plan Director: President

Time Line: Ongoing

Represent, to the region and the state, the university's role in its region. Suggested Participants: Executive Council, Director of News Services and Publications.

## **Strategy A: Resources Initiative 2. State Allocation**

### Work Plan 17

**Where appropriate, utilize allocation models and cost studies in operational decisions.**

*Notes from the University Plan:*

*Understand the MnSCU allocation model, and identify and support its appropriate utilization in operational decision-making.*

Utilize Allocation Models and Cost Studies

Work Plan Director: Vice President for Finance & Administration; Vice President for Academic & Student Affairs

Time Line: 2003 and Ongoing

Utilize allocation models and cost studies as evaluated by administrative group in Work Plan 6.

## **Strategy A: Resources**

## Initiative 3. Academic Resources

### Work Plan 18

**Investigate opportunities to expand resources by realigning administrative structures.**

*Notes from the University Plan:*

*Create a culture of strategic thinking that supports reviewing and improving effectiveness and efficiency of organizational structures. Determine appropriateness, consistency, nonduplication, and similar qualities for lines of reporting and oversight, and modify as appropriate, including consideration of academic, administrative, and student support areas.*

Investigate Realignment of Administrative Structures

Work Plan Director: University President

Time Line: 2003-2004; 2004-2005

#### Task 1

Identify and consider alternative organizational models to optimize human and financial resources. Suggested Participants: Vice presidents. Summer 2004.

#### Task 2

Propose organizational structure to the campus. Fall 2004.

## Strategy A: Resources

## Initiative 3. Academic Resources

### Work Plan 19

**Investigate opportunities to expand resources by realigning curriculums.**

*Notes from the University Plan:*

*Consider array of programs and offerings, and benefits of creating groupings of related programs; determine appropriateness, consistency, nonduplication, and similar qualities of curriculums; and recommend modifications as appropriate.*

## Investigate Realignment of Curriculums

Work Plan Directors: Vice President for Academic & Student Affairs (Tasks 1&2)  
Deans (Task 3)

Time Line: 2003-2004; 2004-2005 and ongoing

Identify appropriate resource considerations to be applied in curriculum proposals.

### Task 1

Convene campus discussions on how academic programs/departments contribute to university goals and how actions/operations of programs/departments are reflected in university reports. Suggested Participants: Deans, programs/departments. 2003-2004

### Task 2

Bring a summary of Task 1 discussions to BSUFA Meet and Confer.

### Task 3

Encourage incorporation of Task 1 knowledge in ongoing curriculum decisions to influence both quality and expansion of resources through curriculum decisions. Suggested Participants: programs/departments. 2004-2005 and ongoing

**Strategy A: Resources**

**Initiative 4. External Resources**

## **Work Plan 20**

**Identify and support ongoing and new philanthropic opportunities that support university priorities.**



*Notes from the University Plan:*

*Identify and support ongoing and new philanthropic opportunities that support university priorities.*

Fundraising Plan

Work Plan Director: University Foundation Executive Director; Alumni Director

Time Line: Spring 2004

Develop institutional plan for fundraising and present to the President and the Executive Council. Suggested Participants: Director of Development; Outreach & Partnership Planning Committee. Spring 2004

**Strategy A: Resources**

**Initiative 4. External Resources**

**Work Plan 21**

**Leverage institutional resources with federal funding to support the university's curriculums and priorities.**

*Notes from the University Plan:*

*Increase the university's presence at the national level through evaluation of and participation in an array of opportunities; leverage federal funding to support the university's curriculum and priorities.*

Federal Funding Support

Work Plan Director: Vice President for Academic & Student Affairs

Time Line: Fall 2003 and ongoing

Task 1

Identify federal funding opportunities and evaluate against institutional priorities identified

in University and Work Plans. Suggested Participants: Deans, Center for Research & Innovation. Annually.

#### Task 2

Prepare and implement annual plan for funding sources and priorities including appropriate grant applications. Suggested Participants: Deans, Directors, Center for Research and Innovation, interested faculty. Annually.

### Strategy A: Resources

#### Initiative 4. External Resources

#### Work Plan 22

**Pursue public and private partnerships as appropriate to our University Plan and resources.**

#### *Notes from the University Plan:*

*Identify and support community, city, county, regional and state partnerships with businesses, governments, educational institutions and similar entities.*

#### Partnership Opportunities

Work Plan Director: Vice President for External Relations

Time Line: Ongoing

#### Task 1

To expand university resources and meet university priorities, identify partnership opportunities with other entities, including educational institutions, businesses, and governmental bodies. Suggested Participants: University Foundation Executive Director, Vice Presidents, Deans, Director of Alumni Association, Director of Center for Research and Innovation.

#### Task 2

Evaluate opportunities against priorities and criteria identified in Strategy D.

**Strategy A: Resources**

**Initiative 4. External Resources**

**Work Plan 23**

**Pursue relationships with regional, state, and national agencies as appropriate to our University Plan and resources.**

*Notes from the University Plan:*

*Identify and support relationships with agencies such as EPA, PCA, Big Bog, and the DNR, including internships, sharing of resources and facilities, and related measures.*

**Agency Relationships**

**Work Plan Director: Vice President for External Relations**

**Time Line: Annually**

**Task 1**

Identify relationships, such as internships, sharing of resources, and sharing of facilities, with appropriate agencies including EPA, PCA, BCA, Big Bog, and the DNR. Suggested Participants: Deans, Center for Research & Innovation.

**Task 2**

Share report of recommended liaisons with the President and the Executive Council.

**Strategy A: Resources**

**Initiative 4. External Resources**

## **Work Plan 24**

### **Encourage mission-relevant grant writing across campus.**

*Notes from the University Plan:*

*Encourage and reward mission-relevant grant writing across campus.*

#### Work Plan 24A

##### Review of Grant Proposals

Work Plan Director: Vice President for Academic & Student Affairs

Time Line: Annually

Evaluate proposals in light of institutional priorities identified in University Plan Five-Year Goals. Suggested Participants: Vice Presidents, Deans and Directors.

#### Work Plan 24B

##### Application of Grant Indirects

Work Plan Director: Vice President for Finance & Administration

Time Line: 2004-2005

Review current application of grant indirects on campus and make recommendation on any changes as appropriate. Suggested Participants: Vice Presidents and Deans.

**Strategy A: Resources**

**Initiative 5. Tuition**

## **Work Plan 25**

### **Manage tuition to maintain quality and accessibility.**

*Notes from the University Plan:*

*Identify and support appropriate means to create a balance between tuition, system allocation, outside funding opportunities, and cost-saving activities that promote affordable tuition coupled with high quality*

*educational opportunities.*

Work Plan 25A

Gain Student Input

Work Plan Director: University President

Time Line: Annually

Identify key quality and cost factors considered by students attending Bemidji State University.

Meet with Student Senate to discuss quality and accessibility issues. Suggested Participants:

Office of Admissions, Vice Presidents, Deans.

Work Plan 25B

Identify Competitive Considerations

Work Plan Director: University President

Time Line: Annually

Conduct comparison of tuition rates and enrollment patterns at BSU and sister institutions.

Suggested Participants: Vice President for Finance & Administration and Office of Admissions.

Work Plan 25C

Manage Tuition

Work Plan Director: University President

Time Line: Annually

Through a campus consultative process, balance tuition rates with system allocations, outside funding opportunities, cost-saving activities, and tuition alternatives to couple affordable tuition with high quality educational opportunities. Suggested Participants: Senior administration.

Work Plan 25D

Strategic Plan and Scholarships

Work Plan Directors: Vice President for External Affairs

Time Line: 2004-2005

Task 1

Conduct a formal study of the student scholarship program for the purpose of determining the competitiveness and effectiveness of University scholarship offerings with other

institutions.

## Task 2

Present a five-year strategic plan to the president in January 2005.

### **Strategy B (Excellence)**

#### ***Support Excellence in Learning Programs and Services***

Bemidji State University strives to become the Midwest's premier student-centered university by integrating liberal arts with career development to prepare students for life-long learning and leadership in a global society.

### **Strategy B: Excellence**

#### **Work Plan 26**

**Provide an integrative Liberal Education experience enabling students to become life-long learners and leaders in a global society.**

#### *Notes from the University Plan:*

*Identify and support excellence and innovation in the Liberal Education curriculum, including the following:*

- *program and learning outcomes assessment and curriculum development;*
- *appropriate technology and facilities, including the library, classrooms, laboratories, study and work rooms, offices, and campus environment;*

- *complementary opportunities that bring together co-curricular and formal learning, encourage teacher-student interaction and collaboration, and enhance a campus atmosphere of living and learning.*

## Work Plan 26A

### Liberal Education and Honors Curriculum and Assessment

Work Plan Director: Dean of Arts & Letters; Director of Liberal Education

Time Line: 2004-2005 and ongoing

Continue curriculum development and further increase the use of learning outcomes assessment of the liberal arts curriculum delivered through Liberal Education and through the Honors program.

#### Task 1

Continue to develop and implement assessment measures of the Liberal Education and Honors curriculums. Suggested Participants: Liberal Education Committee, Honors Council, Academic Affairs Committee. 2004-2005

#### Task 2

Establish a five-year schedule of evaluation of the Liberal Education and Honors curriculums. Suggested Participants: Liberal Education Committee, Honors Council, Academic Affairs Committee. Fall 2004

### Task 3

Evaluate assessment results and recommend appropriate curricular changes. Suggested Participants: Liberal Education Committee, Honors Council, Academic Affairs Committee. Five-year review cycle.

### Task 4

Participate in the MnSCU-wide Conference on the Liberal Arts, offered in conjunction with the system faculty associations and MnSCU Center for Teaching and Learning. Suggested Participants: Liberal Education Committee members and others.

### Task 5

Continue faculty participation in MnSCU's Discipline Meetings, focusing on appropriate transfer of credits between the two-year and four-year schools. Ongoing

## Work Plan 26B

### Technology and Learning Resources

Work Plan Director: Director of Computer Services

Time Line: Spring 2003 and ongoing

Support and maintain appropriate technology and academic facilities, including the library, classrooms, laboratories, study and workrooms, and offices.



## Task 1

Develop Bemidji State University's Master Technology Plan. Suggested Participants: Technology and Learning Resources Committee. Spring 2003

- Submit Plan to University Council and Executive Council for review. May 2003
- Submit Master Technology Plan to MnSCU. Per deadline.

## Strategy B: Excellence

### Work Plan 27

**Through career preparation, help students prepare for life-long learning and leadership in a global society.**

#### *Notes from the University Plan:*

*Identify and support excellence and innovation in career preparation, including the following:*

- *ongoing program curriculum development and review, learning outcomes assessment, timely completion and graduation rates in majors and graduate programs;*
- *related offerings that encourage high levels of engagement, such as research projects, cultural events, career development and associations, and lectures;*
- *appropriate technology and facilities, including the library, classrooms, laboratories, study and work rooms, offices, and campus environment;*
- *continued faculty preparation;*

- *complementary opportunities that bring together co-curricular and formal learning, encourage teacher-student interaction and collaboration, and enhance a campus atmosphere of living and learning;*
- *ongoing support of career development opportunities.*

## Work Plan 27A

### Assessment Activities

Work Plan Director: Deans

Time Line: Ongoing

Continue ongoing programmatic review and assessment activities. Suggested Participants: Academic Programs, Assessment Coordinators, Academic Affairs Committee. Five-year review cycle. Ongoing assessment activities.

## Work Plan 27B

### Curriculum Development

Work Plan Director: Deans

Time Line: Ongoing

Use assessment data, program reviews, and other institutional data reported on a programmatic basis to make appropriate curricular recommendations and decisions, including utilization of the BSUFA curriculum process. Suggested Participants: Academic Programs. Ongoing

## Work Plan 27C

### Career Development Opportunities

Work Plan Director: Director of Student Life and Counseling

Time Line: Spring 2004 and ongoing

Provide students with ongoing career development opportunities through appropriate workshops, career fairs, career counseling, portfolio development, and other opportunities. Suggested Participants: Career Services.

## Work Plan 27D

### National Academic Honorary Membership

Work Plan Director: Associate Director of Student Union and Activities

Time Line: 2004-2005

Investigate national academic honorary organizations (by discipline) and memberships for students, and make available as appropriate.

**Strategy B: Excellence**

## Work Plan 28

## **Enhance Bemidji State University's commitment to being a "student-centered" institution.**

### *Notes from the University Plan:*

*Explore venues for increasing student access to campus services including, for example, advising, counseling, registration, health services, tutoring, student support services, career services, food services, and financial aid.*

### Work Plan 28A

#### Definition of Student-Centered

Work Plan Director: Director of Student Life and Counseling

Time Line: 2003-2004; 2004-2005

Review by campus of white paper (or outside consultant's work) on what it means for a university to be "student-centered" or "learner-centered," followed by a campus forum on this topic.  
Suggested participants: Student & University Services Planning Committee, Office of Admissions.

### Work Plan 28B

#### Noel-Levitz Survey

Work Plan Director: Director of Research & Assessment

Time Line: 2003-2004 and ongoing

After each survey administration, review and interpret results, and report findings and recommend next steps to the campus community and at appropriate Meet and Confer sessions. Suggested participants: Student & University Services Committee.

## Work Plan 28C

### Student-Centered Indicators and Guidelines

Work Plan Director: Director of Student Life and Counseling

Time Line: Spring 2005

Create measurable indicators of "student- or learner-centeredness" and guidelines for offices, services, access, and other dimensions as deemed appropriate. Suggested Participants: Student & University Services Committee.

## Work Plan 28D

### Institutional Adoption of Student-Centered Guidelines

Work Plan Directors: VP Finance & Administration; VP Academic & Student Affairs

Time Line: Fall 2005

Incorporate guidelines student/learner-centered guidelines into five-year plans to enhance institutional student-centeredness. Suggested Participants: Directors, Deans, departments, programs, and offices.

## **Work Plan 29**

**Connect faculty, staff and administrators to professional development opportunities.**

*Notes from the University Plan:*

*Identify and support opportunities for faculty and staff that promote engagement within their professional fields, including publishing, conferences, grant writing, and related experiences.*

### Work Plan 29A

Support Professional Development Opportunities for Faculty

Work Plan Director: Deans (Tasks 2,3,4,5); Center for Professional Development (Tasks 1,6)

Time Line: 2003-2004; 2004-2005

Task 1 (Work Plan Director: Director of CPD)

Continue programs through Bemidji State University's Center for Professional Development to support faculty in their teaching, scholarship, and other development. Suggested Participants: Center for Professional Development Council.

Task 2

Align staff development programs with university priorities.

- Use distance-learning generated funds to increase support for developers of online offerings. Suggested Participants: Dean of Distance Learning. Summer 2004
- Sponsor RFP to support online course development and provide travel funds to attend Distance Learning conferences. Suggested Participants: Dean of Distance Learning. 2004-2005

### Task 3

Expect all faculty to engage in professional development activities as appropriate to their position and responsibilities and to university priorities. Suggested Participants: Chairs.

- Identify both opportunities and resources to pursue appropriate professional development activities. Annually
- Provide diversity-related professional improvement funds to promote professional development and to encourage curriculum changes as appropriate. Suggested Participants: Assistant to President for Affirmative Action. Summer 2004

### Task 4

Identify and evaluate new methods, processes and organizational structures that could be created to support faculty scholarship. Suggested participants: Vice President for Academic & Student Affairs; Center for Professional Development. 2004-2005

### Task 5

Utilize MnSCU's plan to improve faculty and staff technology skills to improve teaching, learning, management and student services. Suggested Participants: Vice President for Finance & Administration and Vice President for Academic & Student Affairs. (MnSCU Action Step 9.4 due June 2003.)

## Task 6 (Work Plan Director: Center for Professional Development Director)

To support academic integrity issues, identify faculty to participate in academic integrity conferences and to provide follow-up presentations to the campus, to serve as resource contacts, and to offer related activities as appropriate (such as academic integrity presentations in FYE, SOAR, RMRW). Suggested Participants: Center for Professional Development Council.

## Work Plan 29B

### Support Professional Development Opportunities for Staff

Work Plan Director: Director of Human Resources

Time Line: 2004-2005 and annually thereafter

#### Task 1

Survey staff to determine development needs. Suggested Participants: Classified Training Committee.

#### Task 2

Develop annual and long-range plan of training and development opportunities on campus. Deliver opportunities as appropriate. Suggested Participants: Classified Training Committee and Human Resources Office.



### Task 3

Expect all staff to engage in professional development activities as appropriate to their position and responsibilities and to university priorities. Suggested Participants: Directors and other supervisors.

### Task 4

Continue bi-annual full-day Concordia Retreat and Twenty Year Recognition events, and consider reformatting other employee recognition events and “Employee Appreciation Day.” Consider offering professional development opportunities internally, in consultation with bargaining units and other constituent groups.

## Work Plan 29C

### Support Professional Development Opportunities for Administrators

Work Plan Director: Vice Presidents and President

Time Line: Annually

### Task 1

Expect all administrators to engage in professional development activities as appropriate to their position and responsibilities and which support university priorities.

### Task 2

Utilize Annual Plans (non-faculty) to identify both opportunities and resources to pursue appropriate professional development activities. Annually.

## Work Plan 29D

### Utilize MnSCU Resources

Work Plan Director: Vice President for Finance & Administration

Time Line: Fall 2003

Utilize MnSCU's report on resources needed to provide faculty, staff and administrative development and how well these needs can be met within existing budgets. Suggested Participants: Vice President for Finance & Administration and Vice President for Academic & Student Affairs. (MnSCU Action Step 9.5 due March 2003.)

## Strategy B: Excellence

### Work Plan 30

**Encourage and support student engagement in their educational experiences.**

#### *Notes from the University Plan:*

*Identify and support opportunities for students that especially promote engagement with society and pluralism in a democracy, including career development, service learning, internships, volunteerism, and related integrative experiences.*

Work Plan 30A

Review Student Engagement Survey Results

Work Plan Director: Dean of Social & Natural Sciences; Dean of Professional Studies; Dean of Arts & Letters

Time Line: 2003-2004

Identify current activities, practices, and programs that support student engagement on campus and report to campus community. Suggested Participants: Director of Research & Assessment, Academic Affairs Planning Committee, and Student & University Services Planning Committee.

### Work Plan 30B

Consider Adoption of Commercial Student Engagement Survey

Work Plan Director: Director of Research & Assessment

Time Line: December 2003

Review pros and cons to adopting commercial engagement survey and recommend to University Council.

### Work Plan 30C

Identify Student Engagement Opportunities

Work Plan Director: Dean of Social & Natural Sciences; Dean of Professional Studies; Dean of Arts & Letters

Identify opportunities to improve student engagement in both learning and living environments. Make recommendation to University Council. Suggested Participants: Academic Affairs Committee, Liberal Education Committee, Student & University Services Committee, Directors.

## Work Plan 30D

### Capstone Requirement

Work Plan Director: Dean of Social & Natural Sciences; Dean of Professional Studies; Dean of Arts & Letters

Evaluate opportunities for a capstone and/or service learning requirement as part of Liberal Education/Honors or graduation requirement. Propose recommendation to University Council. Suggested Participants: Liberal Education Committee, Honors Council, Deans, and programs/ departments.

## Work Plan 30E

### Student Scholarship Link to Faculty Research Projects

Work Plan Director: Vice President for Academic & Student Affairs

Time Line: Spring 2004

Consider development of a scholarship program that links qualified freshmen with faculty research projects. Suggested Participants: Executive Director Foundation; Vice President for Finance & Administration; Director of Financial Aid.

## Work Plan 30F

### Graduation Requirement

Work Plan Directors: Deans and Vice President for Academic & Student Affairs

Time Line: 2004-2005

Introduce concept of a civic engagement graduation requirement. Create an advisory committee to articulate the value in adopting such a requirement, and identify curricular and noncurricular avenues to fulfill this requirement. Support final plan with appropriate organizational structure and resources for development and implementation. Implement graduation requirement for students matriculating Fall 2005. Suggested participants: University Council, Planning Committee, Liberal Education Committee, other interested faculty, staff, and students.

Work Plan 30G

Engagement Surveys

Work Plan Director: Director of Institutional Research & Assessment

Time Line: Fall 2004

Identify and implement faculty, staff, and student surveys measuring types and levels of engagement activities.

**Strategy B: Excellence**

**Work Plan 31**

**Prepare students for a global perspective and understanding through diversity and multicultural experiences.**

*Notes from the University Plan:*

*Identify and support opportunities to infuse multicultural, international, and American Indian perspectives into the curriculum, and co-curricular activities.*

## Work Plan 31A

Attract and Retain More Diverse Faculty, Staff, and Administrators

Work Plan Director: Affirmative Action Officer; Human Resources Director

Time Line: June 2003 (MnSCU work plan 3.1), annually thereafter

Develop strategic plans with measurable goals and a time table to recruit, develop and retain diverse faculty, staff, and administrators. Suggested Participants: Senior Administration. October 2003

## Work Plan 31B

Enroll and Retain Students from Under-served Constituencies

Work Plan Director: Director of American Indian Resource Center and Director of Admissions

Time Line: 2003-2004 and ongoing

See Work Plan 3.

## Work Plan 31C

Develop Long-Range Plan for International and Domestic Study-Travel Programs

Work Plan Director: Director of International Program Center, Director of International Studies

Time Line: January 2005

Identify factors to be considered in determining appropriate mix and number of destinations, and sustainability of study-travel programs. Identify process by which international and domestic destinations are identified and prioritized. Create itinerary for two-year cycle. Suggested Participants: International Studies Council, Center for Extended Learning, Deans.

Work Plan 31D

Enhance Diversity and Multicultural Component in Liberal Education Curriculum

Work Plan Director: Liberal Education Director

Time Line: Spring 2004 and ongoing

Support the development of the "Global Perspectives" component of the Liberal Education requirements. Suggested Participants: Liberal Education Committee, Deans.

Work Plan 31E

Infuse Multicultural Perspectives into Curriculum and Co-Curricular Activities

Work Plan Director: Director of American Indian Resource Center

Time Line: Spring 2004 and ongoing

Task 1

Seek Title III grant funds to identify and support opportunities to incorporate diverse perspectives into curriculum, teaching-learning materials, and co-curricular activities, as appropriate. Suggested Participants: Director of Research & Assessment, Vice President for Academic & Student Affairs, Vice President for Advancement.

## Task 2

Provide resources and opportunities to infuse multicultural, international and American Indian perspectives into the curriculum and co-curricular activities. Suggested Participants: Center for Professional Development, Directors, Convener of International Studies Council, Deans.

## Task 3

Support participation by BSU faculty at joint tribal colleges conference. Summer 2005

## Task 4

As appropriate, encourage incorporation of multicultural, international and American Indian perspectives into measurable college goals, Department goals and professional development goals of faculty and staff. Suggested Participants: Faculty, Departments, Directors.

## Work Plan 31F

### International Programming

Work Plan Director: Director of International Studies; Dean, College of Arts & Letters

Time Line: 2004-2005; Ongoing



Develop and implement, as appropriate, a strategic plan that revisions the university's commitment to international programming. Suggested Participants: International Studies Council, Director of International Program Center, Vice President for Academic & Student Affairs, interested faculty.

## **Strategy B: Excellence**

### **Work Plan 32**

**Prepare students for working and living in a technological environment and society.**

#### *Notes from the University Plan:*

*Identify and support opportunities to infuse into the curriculum, and into co- and extra-curricular activities, understanding of the ethical and bioethical implications of technology decisions, appreciation of communication opportunities and implications, and technology application skills.*

### **Work Plan 32A**

**Support Teaching of Ethical and Bioethical Implications of Technology Decisions**

**Work Plan Director: Director of Center for Professional Development**

**Time Line: Fall 2004**

Survey students and faculty to determine appropriate teaching support needed. As appropriate, provide opportunities to meet these teaching needs. Suggested Participants: Director of Research & Assessment; Center for Professional Development, interested faculty.

## Work Plan 32B

### Improve Computer Application Skills

Work Plan Director: Director of Computer Services

Time Line: 2003-2004 and ongoing

Identify and support opportunities to improve technology application skills by providing on-campus learning opportunities for faculty, staff and students in conjunction with recommendations in CTLR Committee strategic plan. Suggested Participants: Computer Services, Academic Computing, Center for Extended Learning, Computing, Technology & Learning Resource Committee.

## Work Plan 32C

### Incorporate Technology and Ethics into Freshman Year Experience

Work Plan Director: FYE Director, FYE Coordinator

Time Line: Spring 2004 and annually thereafter

Consider incorporating technology literacy and ethical implications into First Year Experience, by utilizing electronic portfolios, technology assessment, and/or a book on ethical implications of technology decisions. Suggested Participants: FYE instructors.

## Work Plan 32D

### Consultant Recommendations for Computer Services

Work Plan Director: Vice President for Finance & Administration

Time Line: 2004-2005

Review Computer Services consultant report and, as appropriate, act on recommendations, especially regarding organizational structure and program priorities. Suggested participants: Director of Computer Services; Vice President for Academic & Student Affairs; CTLR Planning Committee.

## Strategy B: Excellence

### Work Plan 33

**Strengthen community development, cultural programming/outreach, and economic vitality of our service region.**

*Notes from the University Plan:*

*Identify and support cultural, community building, economic development, and other opportunities that express the ongoing, supportive relationship between the university and the region.*

## Work Plan 33A

### Workforce Training and Economic Development

Work Plan Director: Director of Center for Research & Innovation

Time Line: October 2003 and ongoing

#### Task 1

Evaluate BSU's role in MnSCU's report and implementation plan on how state colleges and universities meet the regional workforce training and economic development requirements. (MnSCU Work Plan item 12.1 due January 2003 and June 2003.) Suggested Participants: Senior administration.

#### Task 2

Provide training and development opportunities to business and other organizations and individuals in the community. Suggested Participants: Center for Research & Innovation, Center for Extended Learning, Academic Departments and Programs.

## Work Plan 33B

### Teacher Preparation Advisory Councils

Work Plan Director: Vice President for Academic & Student Affairs

Time Line: January 2003 and ongoing

By responding to requests for BSU representatives, participate in MnSCU's Teacher Education Advisory Council and Task Force on College and University Collaboration in Teacher

Preparation. (MnSCU Work Plan item 13.1. convening November 2002.)

Work Plan 33C

Healthcare Education Programs

Work Plan Director: Dean of Social & Natural Sciences

Time Line: 2004-2005

Participate in MnSCU's efforts to increase enrollment in health care education programs, particularly nursing, to meet workforce shortages. (MnSCU Work Plan item 13.2 scheduled for March 2003.)

#### Task 1

Participate in administrative discussions with providers of nursing programs in northwestern Minnesota. Suggested Participants: Nursing faculty, Dean of CSNS, Vice President for Academic & Student Affairs.

#### Task 2

Work with external consultant hired by MnSCU to develop core nursing curriculum. Suggested Participants: Nursing faculty.

#### Task 3

Consider alternative collaborations and models for the delivery of baccalaureate nursing programs. Suggested Participants: Nursing faculty.

#### Task 4

Pursue opportunity to deliver a generic nursing program at BSU. Suggested Participants: Nursing Program faculty, Center for Research & Innovation. 2004-2005

#### Task 5

Make final recommendation on generic nursing program to coordinate with FY06 Sattgast capital request to legislature.

#### Work Plan 33D

##### Tribal College Consortium

Work Plan Director: Director of American Indian Resource Center

Time Line: Spring 2003 and ongoing

Participate in the consortium of regional tribal colleges and state universities to further the missions of each educational institution as well as enhance the educational opportunities and quality of life for members of our communities. Suggested Participants: Vice President for Academic & Student Affairs; Deans; Director of Computer Services; Director of Center for Professional Development; Director of Academic Technology.

#### Work Plan 33E

##### Partnerships with Regional Organizations

Work Plan Director: Deans

## Time Line: 2003-2004 and ongoing

To strengthen community development and economic vitality of our service region, recognize, and align where possible, the ongoing partnerships of faculty with regional organizations.

### Task 1

Collect data on partnerships of faculty with regional organizations and share results with campus community. Suggested Participants: Outreach & Partnership Planning Committee. Annually.

### Task 2

To contribute to problem solving in the region, consider participation of faculty, administration and staff in regional health task forces, race relations task forces, environmental, manufacturing, arts and business round tables and related forums.

### Task 3

As appropriate, recognize in Professional Development Plans the ongoing partnerships of faculty with regional organizations. Suggested Participants: Faculty, Staff, Directors.

## Work Plan 33F

### Respond to Regional Needs

### Work Plan Director: Vice Presidents; President

Time Line: 2004-2005 and ongoing

Provide support to the region by identifying new programs and other means to respond to regional needs.

### Task 1

Develop protocols for Bemidji State response teams that can visit communities, businesses, and other entities with specific needs arising from economic and social change, natural disasters, and other circumstances.

- Evaluate needs.
- Consider potential responses, which might include offering courses, providing residence hall or other space, or providing professional consultation.

### Task 2

Identify faculty and staff who are able and willing to participate in a response program as situations arise.

### Task 3

Convene teams as circumstances arise to respond to specific situations. Ongoing.

Work Plan 33G

Recognize and Promote BSU Participation within the Region



Work Plan Director: Vice President for Academic & Student Affairs

Time Line: Fall 2004; 2005-2006

Task 1 (See also Work Plan 30G.)

To recognize BSU participation within the region, create a form for use in faculty and staff professional development reports, and other reports that identify faculty and staff cultural and other participation within the region. Suggested Participants: Deans; Directors.

Task 2

Recognize existing cultural/outreach programming regularly provided by the university, and develop a strategy to enhance such programming.

Task 3

Using data in Task 1, create a regional strategic plan. Suggested Participants: Deans, Directors. 2005-2006

**Strategy B: Excellence**

**Work Plan 34**

**Explore opportunities to model environmentally responsible campus decisions.**

*Notes from the University Plan:*

*Explore means and methods to model responsibility toward the land and*

*other natural resources, including continuation of waterfront protection.*

## Work Plan 34A

### Suggestions Clearinghouse

Work Plan Director: Vice President for Finance & Administration

Time Line: Ongoing

Create clearinghouse opportunity for suggestions and recommendations regarding methods of conserving energy.

## Work Plan 34B

### Construction Decisions

Work Plan Director: Vice President for Finance & Administration

Time Line: Ongoing

Include criteria of environmental responsibility in the Master Facilities Plan and in construction, repair, and renovation decisions. Suggested Participants: Physical Plant Director.

## Work Plan 34C

### Student Organizations

Work Plan Director: Director of Residential Life

Time Line: Ongoing

Encourage student organizations to identify opportunities to model environmentally responsible behaviors. Suggested Participants: Clubs and Organizations; Student Senate.

## **Strategy B: Excellence**

Work Plan 34.1

Graduate Studies

Work Plan Director: Dean of Graduate Studies

Time Line 2004-2005; Ongoing

Develop and implement a strategic plan for graduate offerings at Bemidji State. Suggested Participants: Graduate Council, Deans, Vice President for Academic & Student Affairs.

### **Strategy C (Alignment)**

*Align Resources with Priorities Identified in Five-Year Goal Statement.*

Bemidji State University will move toward achieving its five-year goal statement by funding its excellence priorities.

The *University Plan: Strategies for 2002-2007* is a strategic plan that, by definition, addresses the critical issues being addressed by Bemidji State University. The plan is complete and is available on the university web site: [http://info.bemidjistate.edu/News/plans/strategies02\\_07.html](http://info.bemidjistate.edu/News/plans/strategies02_07.html).

The *Accountability Framework* offers a means of evaluating progress toward achieving the strategic directions identified in The University Plan and MnSCU's Strategic Plan.

The *Work Plan* is the managing tool that translates the broad range of objectives into specific activities and time frames. Progress is measured by accomplishment of the Work Plan tasks.

## **Strategy C: Alignment**

### **Work Plan 35**

#### **Work Plan Measurement: Strategy B, Opportunities to Support Excellence**

*Notes from the University Plan:*

*Identify priorities for the areas addressed in the Five-Year Goal Statement.*

Work Plan Measurement, Strategy B

Work Plan Director: President

Time Line: Spring 2004 and Ongoing

Provide feedback to campus community on excellence priorities that are approved, and status of implementation. Feedback should include status of plans regarding the Work Plan items of Strategy B (26-34):

- Provide Quality Liberal Education Foundation
- Provide Quality Career Preparation Opportunities
- Commitment to Students
- Professional Development
- Student Engagement
- Diversity
- Preparation for a Technological Society
- Service Region Initiatives

**Strategy C: Alignment**

**Work Plan 36**

**Work Plan Measurement: Strategy A, Opportunities to Expand Resources**

*Notes from the University Plan:*

*Identify current resources, including general revenues and those that might be realigned through organizational restructuring, and new sources of funding, including new student enrollment and fund-raising.*

Work Plan Measurement: Strategy A

Work Plan Director: President

Time Line: Spring 2004 & Ongoing

Provide feedback to campus community on plans to expand resources as they are approved, and status of implementation. Feedback should include status of plans regarding the Work Plan items (1-25) of Strategy A:

- ● Existing Program Growth
  - ● New Program Growth
    - ● Recruit and Matriculate Students from Primary Market including Those Under-served
  - ● New Student Markets
  - ● Incentive Packages
  - ● Allocation Formula
  - ● Student Retention Rates-Current Academic and Service Programs
  - ● Evaluate Resource Generation of Distance Learning
  - ● New and Expanded Programs
  - ● Enrichment Activities
  - ● Coaching and Facility Capacities
  - ● Student Athlete Retention
  - ● Campus Physical Environment

- ● Enhance Residential Housing
- ● Enhance State Funding
- ● Represent the University's Role to Region and State
- ● Utilize MnSCU Allocation Model
- ● Investigate Realignment of Administrative Structures
- ● Investigate Realignment of Curriculums
- ● Fundraising Plan
- ● Federal Funding Support
- ● Partnership Opportunities
- ● Agency Relationships
- ● Grant Writing
- ● Tuition

## **Strategy C: Alignment**

### **Work Plan 37**

### **University Plan Measurement: Accountability Framework**

*Notes from the University Plan:*

*Develop new approaches to ascertain the relationship between resource allocation and desired outcomes.*

University Plan Measurement: Accountability Framework

Work Plan Director: Director of Research & Assessment

Time Lines: Fall 2003; ongoing

The Accountability Framework offers a means of evaluating progress toward achieving the strategic directions identified in The University Plan and MnSCU's Strategic Plan.

Task 1

Identify measurable performance expectations for Strategies A, B and D of the University Plan. Fall 2003

Task 2

Identify or create appropriate performance indicators. Fall 2003

Task 3

On an appropriate time frame, measure progress toward above expectations. Ongoing

Task 4

Publish reports and data history. Annually

**Strategy D (Institutional Processes)**



## ***Enhance Institutional Decision-Making and Shared Governance.***

Bemidji State University will move toward achieving its five-year goals by improving its Institutional Processes.

### **Strategy D: Institutional Processes**

#### **Work Plan 38**

**Identify conceptual model and establish resulting criteria to be used in making decisions.**

*Notes from President's Staff Retreat, January 2003:*

*Criteria embedded in the University Plan by which existing and new programs can be evaluated in terms of contribution to academic excellence and potential for sustained new-student growth, including the following:*

- *Strategic (mission-central, positioning, competition, need demand, advantage, image/branding, passion);*
- *Financial (sustainable enrollments, represents an "economic engine," allocations, external funding, existing or potential partners, program generates resources, cost of not funding);*
- *Capacity/Quality (BSU can be "the best" at..., expertise exists or is available, collaboration, synergy);*
- *Diversity (ethnic, on-campus, distance delivery).*

#### Work Plan 38A

## Conceptual Model

Work Plan Director: President

Time Line: Fall 2003

Agree upon a conceptual model that helps us develop a common language to use in evaluating institutional opportunities and challenges and in decision making.

### Task 1

Review of conceptual model on guiding change encouraged by Chancellor to Presidents. (Jim Collins, *Good to Great*, 2001). Spring 2003

### Task 2

*Good to Great* identifies three dimensions common to “great” institutions. These institutions focus on:

- 1) What they can be the best in the world at;
- 2) what drives their economic engines; and

hat they are deeply passionate about.

Share this model with campus constituencies to develop a deep understanding of how the three dimensions operate at Bemidji State, and especially the intersection of the dimensions. Fall 2003

## Work Plan 38B

Criteria

Work Plan Director: President

Time Line: Fall 2003

Identify/establish criteria by which existing and new programs can be evaluated in terms of contribution to excellence and potential for sustained new-student growth, using the *Good to Great* model discussed in 38A, Task 2. Suggested Participants: Executive Council. December 2003.

### **Strategy D: Institutional Processes**

#### **Work Plan 39**

**Enhance effective university communications by continuing to develop institutional processes for sharing information on a timely basis.**

*Notes from the University Plan:*

*Identify and address challenges to effective communications and sharing of information among and between faculty, support staff, students, and administration.*

#### Work Plan 39A

Collective Bargaining and Student Leadership Communications

Work Plan Director: Vice President for Academic & Student Affairs

Time Lines: Fall 2003 and ongoing

Continue to improve communications through Meet and Confers and Student Reviews and Consultations. Suggested Participants: Union leadership, student leadership.

Work Plan 39B

Planning Structure Communications

Work Plan Director: Vice President for Academic & Student Affairs

Time Line: Fall 2003 and ongoing

Continue to develop the communications role of the planning structure on campus. Suggested Participants: University Council.

Work Plan 39C

Office of the President Communications

Work Plan Director: President

Time Line: Fall 2003 and ongoing

Continue to improve communications through ListServes, Open Forums, Reports, Newsletters, Minutes of Planning Committee/UC/EC meetings, and publications.

### Task 1

Prioritize and identify specific actions of above and related communication venues.

### Task 2

Improve usefulness of the campus directory by including expanded listings for offices and departments, including names of personnel, titles, telephone and fax numbers, and e-mail addresses. Suggested Participant: News and Publication Office. Fall 2003

## Work Plan 39D

### University Communication Plan

Work Plan Director: Vice President for External Relations

Time Line: 2004-2005; Ongoing

### Task 1

Provide leadership in the implementation of the University Communication Plan developed in 2003-2004.

### Task 2

Provide an annual performance report to the President regarding the effectiveness of institutional marketing and communication strategies.

### Task 3

Identify additional financial resources to support the Communication Plan.

## **Strategy D: Institutional Processes**

### **Work Plan 40**

**Continue to develop and advance the planning processes on campus.**

#### *Notes from the University Plan:*

*Identify and address ongoing and new challenges to the planning process, including appropriate allocation of resources, clarification of the distinction between planning and operations, and timeliness in response to initiatives and opportunities.*

Work Plan 40A

Work Plan Development

Work Plan Director: Vice President for Academic & Student Affairs

Time Lines: Fall 2003 and Ongoing

Continue to develop institutional processes for carrying out and reporting back on the Work Plan.

## Work Plan 40B

### Changes in Planning Structure

Work Plan Director: Vice President for Academic & Student Affairs; Vice President for Finance & Administration

Time Lines: 2004-2005

Develop process to address requests to change Committee and Council structure. Suggested Participants: University Council and Bargaining Units.

## Work Plan 40C

### Planning versus Operations

Work Plan Director: Vice President for Academic & Student Affairs; Vice President for Finance & Administration

Time Lines: 2004-2005

Continue to develop consensus on which issues should be moved through the institutional planning process and which should not. Suggested Participants: University Council and campus community.

## Work Plan 40D

### Review of the Planning Process

Work Plan Director: Vice President for Academic & Student Affairs, Vice President for Finance & Administration

Time Line: 2004-2005

Engage outside consultant to work with the Planning Committees and the University Council to identify current strengths of and suggest appropriate changes to the current planning process. Suggested Participants: Planning Committees, University Council, Executive Council, and bargaining unit leaderships.

## **Strategy D: Institutional Processes**

### **Work Plan 41**

**Support the development of campus understanding of issues important to the university.**

*Notes from the University Plan:*

*Review, when appropriate, the university's name, vision and mission statements, and public image and, when appropriate, propose changes.*



## Work Plan 41A

### MnSCU Representation

Work Plan Director: Vice Presidents

Time Lines: ongoing

Support institutional representation at MnSCU meetings.

#### Task 1

Participate in dialogues, advisory groups, and in other forums, as opportunities become available. Suggested Participants: Senior Administration.

#### Task 2

Participate in the MnSCU-wide Conference on the Liberal Arts, offered in conjunction with the system faculty associations and MnSCU Center for Teaching and Learning. Winter 2004

#### Task 3

Continue to participate in MnSCU's Discipline Meetings, focusing on appropriate transfer of credits between the two-year and four-year schools. Suggested Participants: Faculty.

## Work Plan 41B

### Accreditation Representation

Work Plan Director: Vice President for Academic & Student Affairs

Time Lines: 2003-2004 and ongoing

Coordinate institutional participation with Higher Learning Commission and discipline-specific accrediting agencies. Suggested Participants: Deans, Directors and faculty.

## Work Plan 41C

### University Name

Work Plan Director: President

Time Line: 2005-2006

Review the university's name and, as appropriate, propose changes.

## **Strategy D: Institutional Processes**

## **Work Plan 42**

### **Anticipate Financial Challenges**

*Notes from the University Plan:*

*Take advantage of campus planning process to identify anticipated institutional situations and to set aside resources for strategic investments in the event of challenging financial times.*

Work Plan 42A

Anticipate Institutional Financial Challenges

Work Plan Director: Vice President for Finance & Administration

Time Lines: 2003-2004 and ongoing

Anticipate potential shifts in resources. Suggested Participants: Executive Council; Budget and Resource Allocation Committee.

Work Plan 42B

Plan for Challenges

Work Plan Director: Vice President for Finance & Administration

Time Lines: 2003-2004 and ongoing

Plan resource allocations to accommodate challenges identified in 42A. Include in annual budget reports to campus. Suggested Participants: Executive Council; Budget and Resource Allocation Committee.

## Strategy D: Institutional Processes

### Work Plan 43

#### Leadership development.

##### *Notes from the University Plan:*

*Identify or develop opportunities for students, faculty, staff, and administration to gain a thorough and working understanding of educational policies and procedures, such as those relevant to accreditation, legislation, MnSCU.*

#### Leadership Development

Work Plan Directors: Vice President for Academic & Student Affairs; Vice President for Finance & Administration

Time Lines: 2003-2004 and ongoing

Support program of leadership development for interested students, faculty, staff, and administrators.

#### Task 1

Consider program options currently available and those which could be

brought to or delivered on campus. Suggested Participants: Center for Extended Learning, Center for Research & Innovation, Outdoor Program Center, Student Senate. Spring 2004.

## Task 2

Support and encourage leadership development in Professional Development Plans of faculty, staff, and administrators. Suggested Participants: Deans, Vice Presidents, Directors, President. 2004 and ongoing.

## Task 3

Encourage leadership training opportunities through a classified training program. Suggested Participants: Human Resources Office, Classified Training Committee, Affirmative Action Officer.

## **Strategy D: Institutional Processes**

### **Work Plan 44**

**Prioritize projects and develop master plans.**

*Notes from the University Plan:*

*Prioritize capital projects of the Campus Facilities Plan in alignment with the priorities of other plans, including the University Plan and the Academic Plan, and including concerns of space utilization, shared spaces*

*with partners, parking, residential life, and the campus living and learning environment.*

## Work Plan 44A

### Utilize MnSCU Resources

Work Plan Director: Vice President for Finance & Administration

Time Lines: 2004-2005

Participate in MnSCU's efforts (MnSCU Work Plan items 15.1 and 15.2) to identify and develop key processes that serve as the strategic foundation for academic, financial, technology and facilities plans. Suggested participant: Vice President for Academic & Student Affairs.

## Work Plan 44B

### Master Academic Plan

Work Plan Director: Academic Deans, Vice President for Academic & Student Affairs

Time Line: 2004-2005

Develop a Master Academic Plan to guide program development (see Work Plans 1 and 2), staffing decisions, capital campaign priorities, capital project priorities, technology expenditures, pursuit of emerging curriculum and other grants, freshman recruitment plans, etc. Suggested Participants: Deans and departments.

### Task 1

Review priority criteria identified in University Plan and Work Plan Strategy D, Work Plan 38. Evaluate ongoing programmatic reviews (Work Plan 27A), existing program analysis (Work Plan 1), new programs analysis (Work Plan 2), and distance learning growth opportunities (Work Plans 8 and 9) against priority criteria.

### Task 2

Review master academic plans from other institutions and determine appropriate scope and style for BSU.

### Task 3

Identify collaborative process for developing draft plan. Implement process. Submit draft for appropriate BSUFA consultation.

## Work Plan 44C

### Master Technology Plan

Work Plan Director: Vice Presidents and Chief Information Officer

Time Lines: 2003-2004 and ongoing

### Task 1

Use Master Technology Plan to guide decisions on replacing equipment,

upgrading technology, and upgrading classrooms, and to prioritize leveraged-equipment matching grant allocations. Ongoing

## Task 2

Develop a Master Technology Plan to determine the resources and support needed to enhance the teaching and learning environment and to examine current information technology services.

## Work Plan 44D

### Master Facilities Plan

Work Plan Director: Vice President for Finance & Administration

Time Line: August 2004 and Ongoing

## Task 1

Update the Master Facilities Plan to prioritize campus needs and to create a vision for the future development of the campus. An up-to-date plan will assist decision-making in developing capital projects, HEAPR projects, revenue fund projects, and repair & replacement projects.

## Task 2

Address issues of space utilization. Suggested Participants: Deans, Architect, Vice President for Academic & Student Affairs.



