

# FY 2010 PRESIDENTIAL WORK PLAN

Winona State University

Date: October 15, 2009

## SECTION I: SYSTEM STRATEGIC PLAN ALIGNMENT

The following tables in section one represent the system strategic directions and associated goals provided for institutions to demonstrate alignment with system priorities. Institutions should address the goal areas most central to their mission and priorities. Included within the selected goal areas is a reference to FY 2010 Action Plan initiatives approved by the Board of Trustees. For these initiatives, all institutions must have targets for *Underrepresented Students* and at least one of the *STEM targets* as ongoing areas from FY 2009. New for FY 2010 are the system focus areas of *Online Education, Dislocated Workers, Resource Management, Continuous Improvement, and Energy Conservation* for which institutions must select at least three of these five as part of the presidential evaluation process by placing an X in the box provided. As noted in the cover memo accompanying this template, the online and blended learning initiative will be a specific numerical target that is currently under development. Institutions will demonstrate progress on the remaining initiatives through qualitative feedback or through institutional numerical targets that may be available and are encouraged.

System Goals	Anticipated Major Activities	Projected Institutional Outcomes	Actual Institutional Outcomes or Progress to Future Goal				
<b>Strategic Direction One: Increase access and opportunity</b>							
1.1 Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and educational goals.	<ul style="list-style-type: none"> <li>• 800 students will be included in the Academic Progress Reporting System.</li> <li>• 50 WSU students will participate in the Peer Mentoring Program.</li> <li>• 40 students will participate in the July 2010 Boys to Men Summer Academy.</li> </ul>	a. 75% of the students included in the APRS will be retained from Fall '09 – Spring '10 and 70% will be retained from Fall '09 to Fall '10. b. Students serving as mentors in the program will achieve an average Cumulative GPA of 2.0 or higher by the end of the academic year and will be in good academic standing. c. After participating in the Boys to Men Academy, 70% of students will report increased leadership skills, communication skills, and self-awareness. d. Of the high school students participating in the Boys to Men Academy, 5 will enroll at WSU within four years.	<i>To be completed by institutions in Spring 2010</i>				
<b>FY10 Action Plan Initiative – Success of Underrepresented Students Improve persistence and completion rate for underrepresented students.</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center; font-size: small;">Required for all institutions</td> <td style="width: 90%;"></td> </tr> <tr> <td style="text-align: center; font-size: x-large;">X</td> <td style="text-align: center;">See 1.1 above</td> </tr> </table>	Required for all institutions		X	See 1.1 above	The original target of 87.6% was met with the 2007 cohort. WSU agreed to a stretch target of 88.5% which we have already met (89.1%). We are committed to increasing this measure of student success every year.	<i>Data to be provided by the Office of the Chancellor in Spring 2010</i>
Required for all institutions							
X	See 1.1 above						

<p>1.2 Work with other organizations to prepare all young people to graduate from high school and enroll in college prepared for college-level work.</p>	<ul style="list-style-type: none"> <li>• Increase partnerships with K-12 and 2-year colleges</li> <li>• Increase programming for K-12 that encourage and inspire more young people to prepare for careers in health care and other STEM-based fields.</li> </ul>	<p>a. Continue to build upon and expand partnerships with K-12 and 2-years colleges focused upon readiness for college-level work, especially among students of color and recent immigrants.</p> <p>b. Increase STEM enrollments and majors</p>	<p><i>To be completed by institutions in Spring 2010</i></p>
<p>1.3 Maintain an affordable cost of attendance for Minnesota residents.</p>	<p>1. Implement LEAN strategies 2. Continue first comprehensive campaign, “Light the Way”</p>	<p>1. a. Serve more people more effectively with current resources. 2. a. Increase private donations for capital campaign that includes a \$4-million goal for additional student scholarships.</p>	<p><i>To be completed by institutions in Spring 2010</i></p>
<p><b>Strategic Direction 2: Promote and measure high-quality learning programs and services</b></p>			
<p>2.1 Promote accountability for results through a system of accessible reports to the public and other stakeholders.</p>	<ul style="list-style-type: none"> <li>• Continue Institutional Re-accreditation self-reflection process.</li> <li>• Enhance our assessment, leadership, and institutional research functions to support public accountability.</li> </ul>	<p>a. Implement and support new assessment and IR programming such as Qualtrics and our internal Report Index. b. Support the adoption of the national Voluntary System of Accountability (VSA) for the seven universities in order to provide collaborative support for reporting and analytics efforts. c. Hire new Director of Institutional Planning, Assessment and Research Services into redesigned position. d. The Executive Director of HealthForce, Minnesota has received a partial reassignment to lead the assessment of the regional need for the health care baccalaureate completion programs.</p>	<p><i>To be completed by institutions in Spring 2010</i></p>

<p>2.2 Produce graduates who have strong, adaptable and flexible skills. (<i>Institutions may want to reference Workforce of the Future recommendations, among other strategies.</i>)</p>	<ul style="list-style-type: none"> <li>• Continue the redesign of professional programs to meet the changing needs of the workplace.</li> <li>• Develop additional advanced degree programs and certificates, especially at the graduate level.</li> </ul>	<p>a. The Department of Nursing begins the implementation of new 120 credit undergraduate curriculum. The curriculum was developed using Educational LEAN processes and reflects new national accreditation and practice standards. The new curriculum will be fully implemented by Spring 2011.</p> <p>b. Implement new certificate programs in Energy Resource Assessment and Educational Lean.</p>	<p><i>To be completed by institutions in Spring 2010</i></p>	
<p><b>FY10 Action Plan Initiative – STEM Credit Enrollment</b> Increase the percentage of students enrolled in college- level STEM courses.</p>	<p>X</p>	<ul style="list-style-type: none"> <li>• Expand offerings in popular STEM courses</li> <li>• Support the Math Achievement Center, which we hope will decrease the number of students needing to re-take mathematics</li> </ul>	<p>The original base was 60.6%. We originally targeted no change of credit hour production, but began work on increasing STEM majors and minors. FY09 had 2% increase. Reevaluation of Initiative results in new target to increase 0.5% in STEM enrollments for FY10.</p>	<p><i>Data to be provided by the Office of the Chancellor in Spring 2010</i></p>
<p><b>FY10 Action Plan Initiative – STEM Teacher Education Graduates</b> Increase the number of secondary teachers prepared for licensure in math and science.</p>	<p>Must be and/or</p>	<ul style="list-style-type: none"> <li>• Plan recruiting strategies for attracting more students to STEM teaching fields</li> </ul>	<p>Teacher Education Graduates WSU target is 20 by 2011. 100% increase from 2005.</p>	
<p>2.3 Provide multiple delivery options for educational programs and student services. (<i>Focus primarily on new forms of programming and award options.</i>)</p>	<p>Explore new opportunities for multiple delivery options.</p>	<p>a. Continue the development of on-line and hybrid certificate and degree programs especially at the post-baccalaureate level.</p> <p>b. Increase the effectiveness of student services for adult learners and transfer students in Rochester in cooperation with RCTC.</p> <p>c. Continue to build a portfolio of collaborative programs with RCTC in areas of need in the Rochester area.</p>	<p><i>To be completed by institutions in Spring 2010</i></p>	
<p><b>FY10 Action Plan Initiative – Online and Blended Course Offerings</b> Increase the percentage of system credits provided through online and blended courses.</p>		<p>The RN to BS and the Graduate nursing programs are all using and currently revising delivery models to accommodate students who are working and place bound.</p>	<p>By Spring 2010, revisions will be implemented to increase access to baccalaureate completion and graduate nursing programs to working nurses and health care workers throughout southeast Minnesota and the adjacent areas of Iowa and Wisconsin.</p>	<p><i>Data to be provided by the Office of the Chancellor in Spring 2010</i></p>

## SECTION I: SYSTEM STRATEGIC PLAN ALIGNMENT

System Goals	Anticipated Major Activities	Projected Institutional Outcomes	Actual Institutional Outcomes or Progress to Future Goal
<b>Strategic Direction 3: Provide programs and services that enhance the economic competitiveness of the state and its regions</b>			
3.1 Be the state's leader in identifying workforce education and training opportunities and seizing them.	Collaborate with DEED, workforce centers, 2-year MnSCU partners, and other regional and state partners on the development and implementation of economic and workforce development strategies that address the needs of the region.	Provide targeted workforce education that includes: <ol style="list-style-type: none"> <li>a. Continuing the development of the capacity and impact of Health Force Minnesota throughout Minnesota.</li> <li>b. Developing career-specific options for Southeast Minnesota in cooperation with UM-R and our two-year college and industry partners.</li> <li>c. Providing targeted education and training to meet the needs of incumbent workers and employers.</li> </ol>	<i>To be completed by institutions in Spring 2010</i>
<b>FY10 Action Plan Initiative – Dislocated Workers</b> <i>Efforts to address the needs of Dislocated Workers as appropriate to your institutional mission.</i>	Continue to collaborate with 2-year MnSCU partners within the SE Training Consortium to provide training solutions for dislocated and incumbent workers.	Create at least 2 more pathways for career and academic laddering for dislocated and incumbent workers.	<i>Data to be provided by the Office of the Chancellor in Spring 2010</i>
3.2 Support regional vitality by contributing artistic, cultural and civic assets that attract employees and other residents seeking a high quality of life.	Continue to be a major resource that supports artistic, cultural and civic opportunities for SE MN	<ol style="list-style-type: none"> <li>a. Continue Athenaeum series in the Library, by holding at least 20 events this year.</li> <li>b. Expand curricular and co-curricular opportunities, partnerships and programming.</li> <li>c. Begin broadcasting area cultural events through WSU's newly designed media outlets.</li> </ol>	<i>To be completed by institutions in Spring 2010</i>

<p>3.3 Develop each institution's capacity to be engaged in and add value to its region and meet the needs of employers in its region.</p>	<p>Develop new programming, delivery methods, certificates, and degrees to meet high demand areas.</p>	<ol style="list-style-type: none"> <li>a. Strengthen the role of the Office of Outreach and Continuing Education (OCED) as a focus for regional economic and community development efforts and collaborations throughout SE Minnesota and increase the involvement of WSU in regional workforce and economic development initiatives.</li> <li>b. Conduct a review of the role of customized training within the WSU portfolio of workforce development strategies. Propose an appropriate standard and benchmarks for university contributions to workforce development for consideration by the Chancellor's Office.</li> <li>c. By Spring 2010 a proposal for revision and delivery of completion programs in the health sciences and nursing will be developed.</li> <li>d. Begin development of baccalaureate completion programs designed for AA and AS degree graduates in disciplines such as X-ray Technology &amp; Clinical Laboratory Science. These programs have been identified by leaders in health care as necessary to improve the quality of the health care workforce in their facilities.</li> <li>e. Revise the delivery model for the RN Completion program. Nursing leaders in these institutions have identified the goal to have 60% of the nurses prepared at the baccalaureate or higher levels.</li> <li>f. The Graduate program in Nursing is collaborating with the University of Minnesota's School of Nursing and Mayo Clinic to define roles for nurses prepared at the doctoral level (i.e., Ph.D., and D.N.P).</li> </ol>	<p><i>To be completed by institutions in Spring 2010</i></p>
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**Strategic Direction 4: Innovate to meet current and future needs** Strat

<p>4.1 Build organizational capacity for change to meet future challenges and remove barriers to innovation and responsiveness.</p>	<ol style="list-style-type: none"> <li>1. Expand and utilize the concepts and principles of LEAN</li> <li>2. Develop planning models.</li> <li>3. Expand resources in targeted areas.</li> </ol>	<ol style="list-style-type: none"> <li>1.a Redesign campus operations to support better services for a growing population on a stable or diminishing financial base</li> <li>2. a. Implement a strategic planning and budgeting model for academics and innovation investment.</li> <li>2. b. Utilize preparation for reaccreditation by the Higher Learning Commission (HLC) to introduce and gain experience with new assessment models.</li> <li>3. a. Expand Library digital resources available to WSU students, faculty, staff, and the public.</li> </ol>	<p><i>To be completed by institutions in Spring 2010</i></p>	
<p><b>FY10 Action Plan Initiative – Organizational Change - Resource Management Efforts to address fiscal conditions, including shared services and other collaborations, internal efficiency strategies and other innovative solutions.</b></p>	<p style="text-align: center;"><b>X</b></p>	<ol style="list-style-type: none"> <li>1. Market, promote and coordinate Extension classes throughout the university and region.</li> <li>2. Market, promote and coordinate Summer Session classes throughout the university and region.</li> <li>3. Align resources and costs of academic departments.</li> <li>4. Expand Education Lean strategies</li> </ol>	<ol style="list-style-type: none"> <li>1.a. Expand the capacity of the university to serve the region in new and different ways through increased credit and revenue generation of Extension classes.</li> <li>2.a. Grow Summer Session credit and revenue generation in keeping with the task force recommendations.</li> <li>3.a. Conduct a review of the academic department operating budget model.</li> <li>3.b. Explore the use of differential tuition in target areas and programs in order to provide enhanced resources to departments.</li> <li>4.a. Help MnSCU expand the capacity of trained Educational Lean Facilitators by offering professional development at a reduced cost across the state.</li> </ol>	<p><i>To be completed by institutions in Spring 2010</i></p>

<p><b>FY10 Action Plan Initiative – Organizational Change - Continuous Improvement</b> Efforts to improve programs, services, and learning outcomes (e.g. advancement of Students First initiative).</p>	<p><b>X</b></p>	<ul style="list-style-type: none"> <li>• Expand Educational Lean programming which includes the Educational Improvement Model.</li> <li>• Redesign the support infrastructure of our assessment, analytics, and institutional research services.</li> </ul>	<p>a. Establish the office of Educational Improvement and Leadership to serve faculty, staff, and administrators with improvement and leadership initiatives.</p> <p>b. Expand the capacity to facilitate improvement projects by offering Educational Lean Facilitator Certificate programs.</p> <p>c. Hire new Director of Institutional Planning, Assessment and Research Services.</p>	<p><i>To be completed by institutions in Spring 2010</i></p>
<p>4.2 Reward and support institutions, administrators, faculty and staff for innovations that advance excellence and efficiency.</p>		<p>Continue to invest in innovation through the WSU Innovation Fund and other means of support.</p>	<p>Create a model to evaluate the impact of investment in innovation that supplements internal evaluation processes.</p>	<p><i>To be completed by institutions in Spring 2010</i></p>
<p>4.3 Hire and develop leaders who will initiate and support innovation throughout the system.</p>		<p>Specifically recruit, and then support the professional development of, leaders as innovators.</p>	<p>a. Offer professional development in Educational Lean strategies and action analytics</p> <p>b. Continue to encourage members of the WSU administration to create and/or participate in system-wide innovation.</p> <p>c. Transition the WSU Sustainability Coordinator position from a contract employee to a full time employee.</p>	<p><i>To be completed by institutions in Spring 2010</i></p>
<p><b>FY10 Action Plan Initiative – Energy Conservation</b> Efforts to advance campus sustainability and preliminary benchmarking of energy consumption. Institutions may want to note specific targets or programmatic, facilities and student engagement activities to promote environmental sustainability.</p>	<p><b>X</b></p>	<ol style="list-style-type: none"> <li>1. Support the work of Sustain Winona, a multi-partner collaborative addressing sustainability and climate commitment.</li> <li>2. Enter into a guarantee energy savings contract with an Energy Saving Company (ESCO) which leverages future energy savings to pay for current energy saving upgrades to the campus.</li> <li>3. Incorporate sustainability into campus construction projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. a. Reduce electrical power consumption by 10% by the end of CY 2011</li> <li>1. b. Reduce the amount of fossil fuel annually by 5% by the end of CY2011.</li> <li>1. c. Reduce solid waste production by 25% by the end of CY2011.</li> <li>2. a. Complete energy savings contact and begin campus upgrades by the end of FY09.</li> <li>3. a. Commission new Integrated Wellness Center as first LEED Silver certified building in Winona County.</li> </ol>	<p><i>To be completed by institutions and the Office of the Chancellor in Spring 2010</i></p>

## SECTION II: INSTITUTIONAL GOALS

Please select 3-5 institutional goals from your presidential/institutional work plan for completion of this portion of the template and attach your entire work plan to this document. These goals may or may not reflect the overall system's planning documents. Institutional goals must reflect, however, the institution's distinctive mission, planning initiatives and/or accreditation-related initiatives if they are not related to system plans.

Institutional Goal Statement	Brief statement on distinctive importance of goal to the president and the institution	Baseline data, projected institutional target, and measure or measurement tool used to evaluate performance	Actual Institutional Outcomes or Progress to Future Goal
<p>Institutional Goal ONE</p> <p>Invest in academic excellence by supporting innovation and distinctive programming.</p>	<p>Academic excellence is at the heart of any educational enterprise. At Winona State University increasing our level of academic excellence drives most of our strategic decisions.</p>	<p>a. Redesign of high-demand programs such as Nursing, Graphic design, Clinical Laboratory Science and Education. <i>Increase the number and type of pathways for students to successfully complete a degree in targeted programs.</i></p> <p>b. Enhance programming in Child Advocacy, Engagement, and Sustainability. <i>Track course offerings and programming and show increase of 5%.</i></p> <p>c. Continue the establishment of a Math Achievement Center to address math readiness. Research shows correlation of math success to retention and degree success. <i>Integrate use of Center into math curriculum— participation of 25% of remedial and intro math classes in second year.</i></p> <p>d. Conduct a Mock visit from an AACSB approved dean (appointed chair of Site-visit Team) in preparation for AACSB accreditation site visit. <i>Identify and resolve areas of concern prior to the official visit in 2011.</i></p> <p>e. Establish a Student Investment Program within the College of Business Department of Finance in cooperation with the Winona State University Foundation. <i>At the end of the semester, fund managers deliver formal investment presentations to the class and an Investment Advisory Committee of financial professionals.</i></p> <p>f. To raise the profile of teaching as a profession, establish a Residential College curriculum and programming model that targets recruitment of high-achieving (as measured by ACT score) pre-elementary education majors. <i>Recruit a cohort of 40 pre-elementary education students to Residential College programming to begin in fall 2010.</i></p>	<p><i>To be completed by institutions in Spring 2010</i></p>

<p>Institutional Goal TWO</p> <p>Invest in support for student learning and success by enriching the student experience.</p>	<p>WSU is deeply committed to supporting student success. To accomplish our goal, we must first provide a healthy and safe environment for our students and promote a culture of responsibility. We must identify the critical challenges that accompany each major transition in the student experience, from their first semesters at WSU through to graduation and beyond and provide appropriate support for students passing through these transitions.</p>	<p>a. Create campus awareness and understanding of the new Integrated Wellness Center. <i>70% of WSU students will report and increased awareness of wellness programs and services prior to the opening of the Integrated Wellness Center.</i></p> <p>b. Provide advising services for undeclared students which encourage students to explore, discover, and declare a major in a timely manner. <i>Reduce the number of undeclared students at the end of first year by 10%</i> <i>Reduce the number of undeclared students in the fourth semester by 10%</i></p> <p>c. Increase the percentage of WSU students who successfully appeal or achieve good standing after being placed on academic probation. <i>Decrease number of students on final suspension list by 10%</i> <i>Increase the number of successful appeals by 10%</i></p> <p>d. Decrease the number/percentage of WSU students who are placed on academic probation and suspension each year. <i>Increase number of students on probation who achieve good academic standing by 10%</i></p> <p>e. Develop a clinical-experiences transcript to track pre-service education students' field experiences and to ensure alignment of those experiences to licensure requirements. <i>Develop a clinical-experiences database to catalog school placement sites and use to align student placements to school strengths and needs.</i></p> <p>f. Hire a Career Counselor/College of Business Liaison to provide career services for College of Business students which encourage students to develop job readiness skills earlier in their college careers, participate in a bridge program designed for leadership activities and increased retention for sophomores. <i>The program's effectiveness, retention rates, and student outcomes will be assessed annually.</i></p>	<p><i>To be completed by institutions in Spring 2010</i></p>
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<p>Institutional Goal THREE</p> <p>Build capacity to support our mission.</p>	<p>WSU will focus on 2 major components of our infrastructure this year. First, as we complete the physical structure of our Integrated Wellness Center we will intensify our efforts to integrate the curriculum, services, and service to the public . Second, our package of strategies called “WSU Goes Green” will define us as an institution with a strong sense of place and a commitment to stewardship of our environment as well as a model for sustainable operation. Our climate commitment addresses our curriculum, our campus operations and our community partnerships.</p>	<p>a. Initiate a cross- unit task force that will use Educational Lean strategies to develop curriculum and programming for WSU’s Integrated Wellness Initiative.</p> <p>b. Enter into a performance contracting agreement with a private energy service company to identify WSU’s energy savings opportunities and identify a package of facility improvements to be paid for through the savings.</p> <p>c. Increase campus recycling through purchase and installation of recycling bin stations in all campus administrative building.</p>	<p><i>To be completed by institutions in Spring 2010</i></p>
<p>Institutional Goal FOUR</p> <p>Make the University a working model of scholarship and creative solution-finding in action as well as a laboratory for the practice of contemporary democracy.</p>	<p>The nature of professional practice and the challenges of the workplace are changing rapidly across all fields. Success in the 21<sup>st</sup> Century will require adaptive skills and the ability to apply knowledge in new settings and in new ways to address unexpected and unpredictable problems. Success for Winona State University as well as for each of our faculty, staff and students will depend on our ability individually and together to find creative solutions to complex and ever changing challenges. WSU will be a University whose concept of academic excellence incorporates the qualities of a community of learners improving our world. WSU will become a working model of how 21<sup>st</sup> century skills and knowledge can be put to good use.</p>	<p>a. Increase service learning opportunities and community engagement research projects; and reorganize process for connecting students with community needs.</p> <p>b. Through participation in the Bush Consortium, strengthen and enhance partnerships with K-12 districts to collectively design new models for teacher education and post-graduation induction to the profession.</p> <p><i>Identify 5 district partners to begin this effort in Spring 2010.</i></p> <p>c. Implement a Leadership Program for WSU students.</p> <p><i>50 students will register for participation in the student leadership program and 40 will successfully complete the program.</i></p>	<p><i>To be completed by institutions in Spring 2010</i></p>

<p>Institutional Goal FIVE</p> <p>Develop a clear vision for WSU programs in Rochester and continue to work with RCTC to provide coordinated student support services; and with RCTC and the University of Minnesota—Rochester develop career pathways and programmatic collaboration to serve the needs of the Rochester community.</p>	<p>The Rochester area is changing rapidly. It is one of the fastest-growing populations in Minnesota and a major economic engine for our state. It also is a splendid laboratory and classroom in which to introduce innovative approaches to the design and delivery of professional programs and for exploring the role of a university in regional economic and community development.</p>	<ol style="list-style-type: none"> <li>a. Establish system for accurate and consistent tracking and reporting on WSU-R course/program and campus enrollments.</li> <li>b. Create system to track and monitor 2+2 program enrollments with RCTC to provide data on retention and persistence in UCR 2+2 student populations and success of WSU-R in attracting and retaining RCTC transfer students in 2+2 program populations.</li> <li>c. Increase coordinated recruiting, communication, marketing, retention, and student service efforts.</li> <li>d. Improve process for projecting and managing annual operating costs of WSU-R.</li> <li>e. Develop a seamless operation and flow for students from RCTC to WSU-R/WSU through joint entry point services and increased efficiency of UCR student service processes and resources.</li> <li>f. Improve WSU-R campus responsiveness to student issues and needs by increased communication and student participation in campus planning and decision-making.</li> <li>g. Continue exploring opportunities and collaboration with the University of Minnesota—Rochester in health-related fields and leadership.</li> <li>h. Collaborate with Arts &amp; Sciences faculty at RCTC to design courses for pre-service education students that integrate content and pedagogical knowledge and that satisfy MNTC goal areas to prepare students to enter teacher-education programs at WSU-R.</li> <li>i. Enhance recruiting of students from underrepresented groups into professional programs at WSU-R. <i>Provide scholarships for well-qualified minority candidates to enter teacher education programs at WSU-R.</i></li> </ol>	<p><i>To be completed by institutions in Spring 2010</i></p>
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## SECTION III: FUTURES PLANNING

**What is a major institutional aspiration through 2020? What major directions or changes do you anticipate in such areas as facilities, human resources, students, mission, programs, technology or other priorities?**

Winona State University will be a national model for the integration of scholarship, education and the improvement of professional practice in cooperation with our regional partners.

### *Specific Areas:*

#### Programming

- Design and introduce high-demand and innovative, multiple-pathway, hybrid undergraduate and graduate and programs that include certificates and cross-disciplinary degrees.
- Integrate sustainability content and research into the curriculum and other learning and leadership opportunities.
- Increase 2+2 programming with RCTC and other 2-year institutions.

#### Facilities

- Complete update to campus master plan that includes a comprehensive transportation study.
- Propose and receive approval of capital budget projects for College of Business, College of Education, and the Performing Arts.

#### Human Resources

- Develop a recruiting and search model that positively impacts the quality and diversity of the university's applicant pool, timeliness of the search process, and future staffing needs.
- Utilize the Educational Lean Improvement Model to improve HR's intra- and inter- departmental processes.

#### Students

- Develop and introduce a focused, effective advising system with an emphasis on career development.
- Expand the diversity of our student body by continuing to establish relationships with institutions that attract diverse students.
- Attract a student body with an enrollment mix that reflects the shifting demographics and the characteristics of a global society.
- Implement GPS-based holistic advising and education/career planning process on WSU-Rochester campus.

#### Technology

- Information Technology Services (ITS) endeavors to position the University as a national leader in the innovative and effective use of technology to support the academic enterprise.
- Develop and implement new professional development programs and comprehensive data mart –reporting project.

#### Philanthropy

- Build a culture of philanthropy at the university where students, faculty, and staff embrace the joy of giving of oneself to enhance the life of individuals and society.
- Secure philanthropic gifts to transform the student experience and expand student scholarship opportunities.
- Engage effectively our 50,000+ alumni and friends in ways that enhance the university and encourage philanthropic support.

**Submitted by:**



**Judith Ramaley, President**

**Date:**

**15 October 2009**