

Strategic Plan 2016-2020

Adopted by the Board of Control • December 2016



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Introduction



I am pleased to present the SVSU Strategic Plan for 2016-2020. It represents the collective thoughts of many key stakeholders and positions the University to become recognized for its educational excellence, innovative teaching, experiential learning and state-of-the-art facilities. I am confident that with the dedication and commitment from our Board of Control, faculty and staff, SVSU will achieve its strategic goals. In the process, we will continue to transform lives and positively impact our communities.

The implementation of this strategic plan is essential in reaching our goals in light of challenging times. I would like to thank the many individuals who participated in this phase of the planning process. Their sincere and candid input in identifying challenges and creative ideas to address them will drive change, leading us to be the first choice for those striving for personal and professional success.

A handwritten signature in black ink, reading "Donald J. Bachand". The signature is written in a cursive, flowing style.

Dr. Donald J. Bachand
President



Strategic Planning Leadership Team

Dr. Don Bachand	President
Ms. Shaun Bangert	President of the Faculty Association & Professor of Art
Mr. J.J. Boehm	Director of Media & Community Relations
Ms. Merry Jo Brandimore	Associate Provost for Student Affairs/Dean of Students (Former)
Dr. Stephanie Brouet	Associate Professor of Chemistry
Ms. Sue Crane	Business and Financial Analyst
Mr. John Decker	Associate Vice President for Administration & Business Affairs/ General Counsel
Dr. Craig Douglas	Dean of the College of Education
Mr. Jarrod Eaton	President of Student Association
Dr. Frank Hall	Dean of the College of Science, Engineering & Technology
Dr. Deborah Huntley	Provost and Vice President for Academic Affairs
Ms. Mary Kowaleski	Executive Assistant to the President/Secretary to the Board of Control
Mr. Jim Muladore	Executive Vice President for Administration and Business Affairs
Dr. Marc Peretz	Interim Dean of the College of Arts and Behavioral Sciences
Mr. Ron Portwine	Associate Vice President for Administration and Business Affairs
Dr. Judy Ruland	Dean of the College of Health and Human Services
Ms. Linda Sims	Executive Director of Communications & External Affairs
Dr. Mamie Thorns	Special Assistant to the President for Diversity Programs
Dr. Rama Yelkur	Dean of the College of Business and Management (Former)

Guiding Principles

Mission

We transform lives through educational excellence and dynamic partnerships, unleashing possibilities for impact in our community and worldwide.

Vision

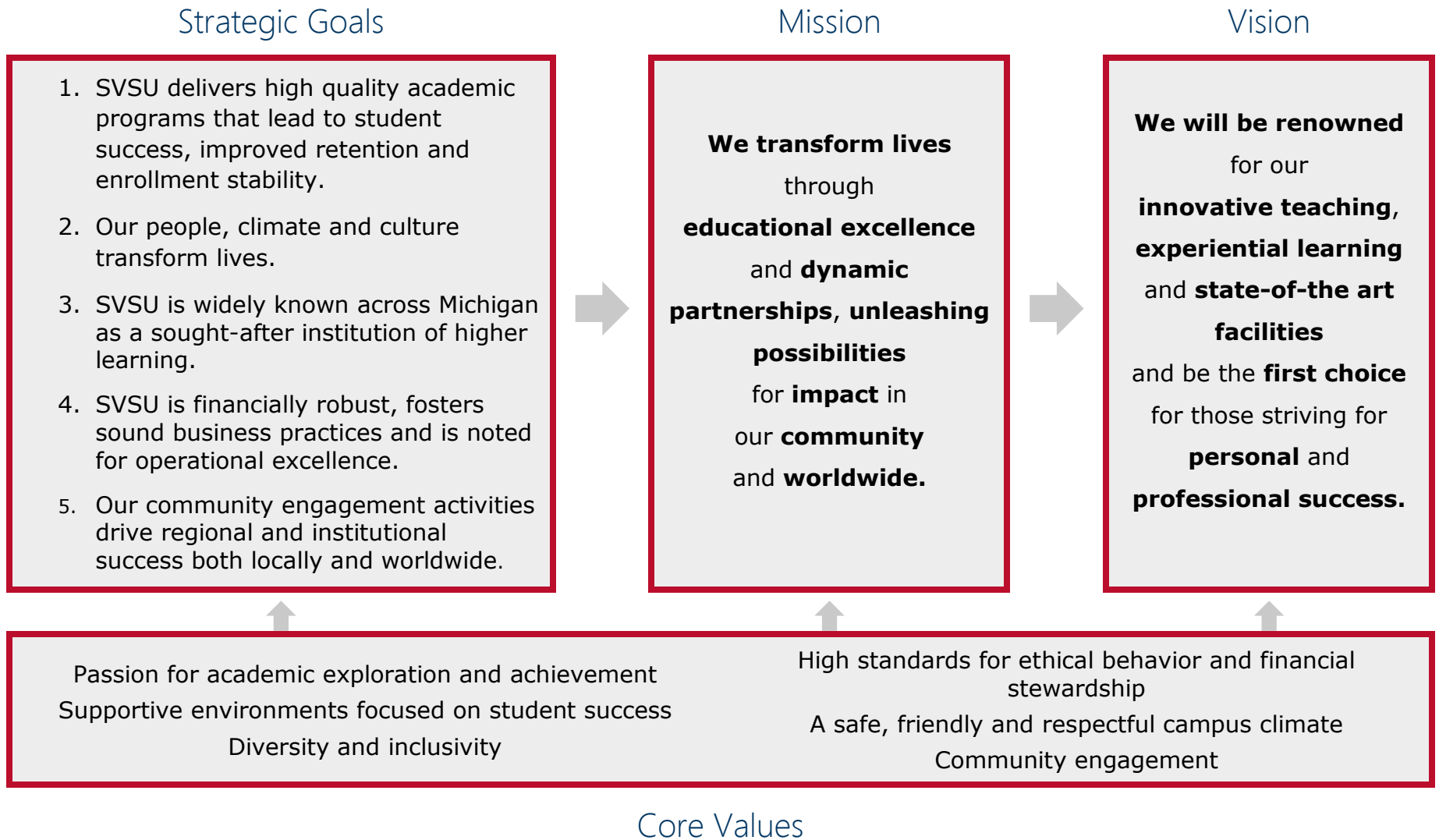
We will be renowned for our innovative teaching, experiential learning and state-of-the art facilities and be the first choice for those striving for personal and professional success.

Core Values

We value:

- Passion for academic exploration and achievement
- Supportive environments focused on student success
- Diversity and inclusivity
- High standards for ethical behavior and financial stewardship
- A safe, friendly and respectful campus climate
- Community engagement

Strategic Framework





Strategic Planning Goal 1 Team

Dr. Deborah Huntley, Co-Chair	Provost and Vice President for Academic Affairs
Dr. Nicholas Wagner, Co-Chair	Director of Institutional Research
Dr. David Callejo Perez	Associate Provost
Ms. Merry Jo Brandimore	Associate Provost for Student Affairs/Dean of Students (Former)
Ms. Shaun Bangert	President of the Faculty Association & Professor of Art
Ms. Dawn Iseler	Director Auxiliary Services
Ms. Jennifer Pahl	Director of Admissions
Mr. Calvin Talley	Special Assistant to the Provost
Dr. Frank Hall	Dean College of Science, Engineering & Technology
Mr. Logan Carroll	Accountant, Campus Financial Services Center
Dr. Peter Barry	Professor of Philosophy
Dr. Danilo Sirias	Professor of Management
Dr. Tony Crachiola	Associate Professor of Mathematics
Mr. Bryan Crainer	Associate Dean of Student Life and Leadership Programs
Mr. James Maher	Executive Director of Information Technology
Dr. Poonam Kumar	Director of Center for Academic Innovation and Online Learning

SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
1 Determine future size of the university and achieve enrollment goals for long term sustainability.	Jun-17 & Ongoing	Provost, Executive Vice President for Administration & Business Affairs, President	
a Develop long-term enrollment goals for domestic and international admissions.	Jun-17	Provost, Executive Vice President for Administration & Business Affairs, Director of Admissions, Director of Institutional Research	
b Employ best practices in admissions and financial aid to achieve enrollment targets.	Fall 2017 & Ongoing	Provost, Executive Vice President for Administration & Business Affairs, Director of Admissions, Director of Institutional Research, Director of Financial Aid	Consultant
c Engage internal and external stakeholders in recruiting and promoting programs.	Ongoing & Annually	Provost, Director of Admissions, Executive Director of Communications & External Affairs	Enrollment Management Council
2 Improve retention, persistence and graduation rates.	Dec-19	Provost	
a Improve first-to-second year retention for domestic and international students with focused attention on students' transition to the university.	Ongoing & Annually	Provost, Associate Provost for Student Affairs, Director of Advising, Director of Orientation Programs	Student Success Committee

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
b Improve persistence for students beyond the first year.	Ongoing & Annually	Provost, Associate Provost for Student Affairs, Director of Advising, Academic Deans, Director of Multicultural Services	Student Success Committee
c Reduce achievement gaps between minority students and the general student population.	Dec-19	Provost, Director of Academic Advising, Special Assistant to the Provost, Director of Multicultural Services	Student Success Committee
d Improve persistence and graduation rates for students who require developmental education.	Fall 2018	Provost, Dean of Arts & Behavioral Sciences, Dean of Science, Engineering and Technology	Student Success Committee
e Facilitate timely graduation of students through curriculum, scheduling, processes and technology.	Dec-19	Provost, Associate Provost for Student Affairs, Director of Advising, Registrar, Director of Institutional Research, Director of Office of Multicultural Services	"Schedule Planner" software, Information Technology Services
3 Deliver a portfolio of high quality programs.	Ongoing & Annually	Provost	
a Obtain and maintain relevant accreditations and program reviews.	Ongoing & Annually	Provost, Associate Provost & Academic Deans	

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
b Develop strategic plan for each college to ensure programs are current, meet employer/regional needs and prepare students for a diverse and global society.	Dec-17	Academic Deans	
c Create and promote externally recognized programs of excellence in each college and student affairs.	Ongoing & Annually	Provost, Associate Provost, Associate Vice President for Academic Affairs, Academic Deans	University Communications
d Leverage strengths to develop relevant, inter/multi-disciplinary programs.	Sep-17	Provost, Academic Deans	
e Measure, track and increase opportunities for service and experiential learning in all colleges (linked to strategic priority 5, 2a).	Dec-17	Associate Vice President Academic Affairs, Director of Institutional Research, Special Assistant to the Provost	
f Increase online program offerings, including fully online graduate programs and online courses in all general education categories.	Dec-17	Provost, Academic Deans, Director of Center for Academic Achievement	
4 Maximize the academic, personal and professional growth for all students.	Ongoing	Provost	

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
a Ensure all undergraduate students experience high impact educational practices each year of their full-time enrollment.	Ongoing & Annually	Provost, Associate Provost for Student Affairs, Associate Vice President for Academic Affairs	Office of Institutional Research
b Integrate general education, academic programs and co-curricular experiences to develop students' capacity to think critically, reason logically and communicate effectively.	Ongoing & Annually	Provost, Associate Provost, Associate Provost for Student Affairs	
c Optimize impact of student affairs programming through assessment leading to continuous improvement.	May-17 & Ongoing	Associate Provost for Student Affairs	
d Leverage curricular and co-curricular opportunities to ensure that students interact with diverse populations and experience diverse cultures.	Ongoing & Annually	Provost, Associate Provost for Student Affairs, Associate Provost of International and Advanced Studies	
5 Promote innovation and excellence in teaching and scholarly activities, achieving national and international recognition.	Ongoing	Provost	
a Support and recognize innovative teaching by individual faculty, departments, programs and colleges.	Ongoing & Annually	Provost, Director of the Center for Academic Innovation	

Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.

Strategy	Target Date	Owner	Resources/Collaboration Needed
b Enhance opportunities for departmental engagement and support, as well as professional development for early and mid-career faculty.	Ongoing & Annually	Provost, Director of the Center for Academic Innovation, Academic Deans	
c Provide state-of-the-art facilities for teaching across all modalities.	Dec-17	Provost, Director of the Center for Academic Innovation	Executive Vice President for Administration & Business Affairs
d Provide support to assist faculty in achieving scholarly goals, including teaching and engagement.	Ongoing & Annually	Provost, Director of the Center for Academic Innovation, Academic Deans, Director Sponsored Programs	Executive Vice President for Administration & Business Affairs



Strategic Planning Goal 2 Team

- Dr. Mamie Thorns, Co-Chair** Special Assistant to the President for Diversity Programs
- Mr. John Decker, Co-Chair** Associate Vice President for Administration & Business Affairs/General Counsel
- Dr. Joni Boye-Beaman** Executive Assistant to the Dean of the College of Arts & Behavioral Sciences
- Mr. Eddie Jones** Director Student Counseling Center
- Ms. Ann Coburn-Collins** Director of Academic Programs Support
- Ms. Dorie Wenglikowski** Manager of Custodial Operations
- Ms. Jenna Briggs** Director of Graduate and International Admissions
- Ms. Monica Reyes** Director of Disability Services
- Ms. Brittany Collins** Assistant Professor Communications
- Dr. Kimberly Lacey** Assistant Professor of English
- Dr. Joseph Ofori-Dankwa** Harvey Randall Wickes Chair in International Studies
- Ms. Cynthia Bala** Director of Human Resources
- Mr. Michael Watson** Athletic Director
- Mr. Leo Mioduszewski** Chief of Police

Our people, climate and culture transform lives.

Goal 2. Our people, climate and culture transform lives.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
1 Create a culture for professional development.	Sep-17	Director of Human Resources, Special Assistant to the President for Diversity Programs	Academic and Student Affairs, University Communications, Information Technology Systems, Faculty Association, Support Staff Association
a Develop a strategic approach for a comprehensive professional development program for all employees.	May-17	Director of Human Resources	Academic & Student Affairs, Diversity Programs, University Communications, Information Technology Services, Faculty Association, Support Staff Association
b Ensure University compliance with all relevant federal and state laws, related to equal opportunity and civil rights.	May-17 & Ongoing	Special Assistant to the President for Diversity Programs, Director of Human Resources, General Counsel	Academic & Student Affairs, University Police, Athletics, Disability Services
c Establish a system for tracking professional development, thus creating a first-year baseline with a goal to increase participation by 10% over two years (from FY 17/18 through FY 19/20).	Jul-17	Director of Human Resources	Information Technology Services, Office of Institutional Research
d Implement a professional development program for all employees.	Jul-17 & Ongoing	Director of Human Resources	Academic & Student Affairs, Diversity Programs, University Communications, Information Technology Services, Faculty Association, Support Staff Association

Goal 2. Our people, climate and culture transform lives.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
e Invest in ongoing development training that is inclusive, targeted, incentivized and incorporated with performance goals.	Jul-17 & Ongoing	Executive Vice President for Administration & Business Affairs, Provost, President	Financial resources for training; collaboration with Faculty Association, Support Staff Association, Human Resources, Diversity Programs
2 Increase cultural understanding, tolerance, equity and inclusion for all members of the SVSU campus community.	Sep-17 & Ongoing	Special Assistant to the President for Diversity Programs, Executive Vice President for Administration & Business Affairs, Provost	Information Technology Systems
a Review existing data focused on cultural understanding, tolerance, equity and inclusion; identify gaps and collect additional data as needed.	Feb-17	Special Assistant to the President for Diversity Programs	Office of Institutional Research, Academic & Student Affairs, Administration & Business Affairs
b Develop a strategic approach for programming priorities and preferred method(s) of delivery.	May-17	Special Assistant to the President for Diversity Programs, Executive Vice President for Administration & Business Affairs, Provost	Information Technology Services
c Provide opportunities/programs to the campus community to further their understanding of tolerance, equality and inclusion.	Sep-17	Special Assistant to the President for Diversity Programs, Provost, Executive Vice President for Administration & Business Affairs, Associate Provost for Student Affairs	University Communications, Information Technology Services

Goal 2. Our people, climate and culture transform lives.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
3 Continue to increase the diversity of faculty, staff and the student body.	Sep-17, Ongoing & Annually	Special Assistant to the President for Diversity Programs, Director of Human Resources	Financial resources for expanded recruitment initiatives, collaborations with Inclusion Advocacy Advisory Board, Office of Institutional Research
a Enhance strategies of recruiting and retaining administrators, faculty and staff members from diverse ethnic backgrounds.	May-17	Special Assistant to the President for Diversity Programs, Director of Human Resources	Inclusion Advocacy Advisory Board, African American Resource Consortium
b Enhance strategies of recruiting and retaining students from diverse and ethnic backgrounds.	May-17	Special Assistant to the President for Diversity Programs, Director of Admissions	Institutional Research, Academic and Student Affairs
c Develop additional best practices to strengthen the recruitment and hiring process for the inclusion of underrepresented employee groups.	May-17	Special Assistant to the President for Diversity Programs, Director of Human Resources	Office of Institutional Research, International Programs, Affinity Groups, Departmental Leaders
d Establish and monitor recruitment and retention goals by employee group, division and college.	May-17 & Ongoing	Special Assistant to the President for Diversity Programs, Director of Human Resources	Office of Institutional Research
e Implement program models to assess success in retaining diverse students and refine/update as needed.	May-17	Special Assistant to the President for Diversity Programs, Associate Provost for International & Advanced Studies, Director of Admissions	Associate Provost for Student Affairs/Dean of Students, International Programs, English Language Programs, Institutional Research

Goal 2. Our people, climate and culture transform lives.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
4 Align hiring and compensation strategy for employees to regularly utilize market data/peer information to maximize its competitive position while maintaining our fiscal goals.	Jul-17	Director of Human Resources, Executive Vice President for Administration & Business Affairs	
a Review and refine the University compensation strategy for Administrative Professional staff. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison • Conduct a periodic internal equity review of compensation 	Within six months of finalization of overall University business strategy	Director of Human Resources, Executive Vice President for Administration & Business Affairs	President's Office, Academic and Student Affairs, Diversity Programs
b Review and refine the University compensation strategy for faculty and support staff in accordance with collective bargaining negotiations. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison 	90 days prior to applicable collective bargaining agreements	Director of Human Resources, Executive Vice President for Administration & Business Affairs	
c Review and refine the University compensation strategy for part-time employees. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison • Conduct a periodic internal equity review of compensation 	Within 18 months of finalization of overall University business strategy	Director of Human Resources, Executive Vice President for Administration & Business Affairs, Provost, Director of Adjunct Faculty & Academic Support Programs	
d Align annual Performance Management evaluation process with strategic goals. <ul style="list-style-type: none"> • Create a program to reward behavior that drive results • Increase year-round manager coaching activities • Develop a plan to promptly respond to market changes 	May-17	Director of Human Resources	President's Office, Administration & Business Affairs, Academic & Student Affairs
e Adopt a plan to track employee turnover and recruiting losses. <ul style="list-style-type: none"> • Identify reasons for employee resignations and rejection by job candidate • Link to public and private sector data 	Jul-17	Director of Human Resources	College and University Professional Association-HR, Society of Human Resource Management-Private Sector



We *live loud.*

Strategic Planning Goal 3 Team

Ms. Linda Sims, Co-Chair
Mr. James Dwyer, Co-Chair
Mr. Ron Portwine
Mr. J.J. Boehm
Mr. Jarrod Eaton
Dr. Stephanie Brouet
Ms. Carolyn Wierda
Mr. Nicholas Taylor
Ms. Angela Pohl
Ms. Heidi Lang

Executive Director of Communications & External Affairs
Executive Director of Alumni Relations
Associate Vice President for Administration and Business Affairs
Director of Media & Community Relations
President of Student Association
Associate Professor of Chemistry
Executive Director of STEM
Associate Director of Admissions
Associate Athletic Director – Senior Woman Administrator
Pre-Health Professions Advisor

Dr. Rama Yelkur, Co-Chair

Former Dean of the College of Business and Management

SVSU is widely known across Michigan as a sought-after institution of higher learning.

Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
1 Increase SVSU's reputation and standing relative to competitors and improve public awareness of SVSU's defining attributes.	Dec-17	Executive Director of Communications & External Affairs	
a Utilize and share data from Student Insights Report & Dartlet survey to familiarize stakeholders with current perceptions in comparison to our competitors in the State of Michigan.	Dec-16	Executive Director of Communications & External Affairs	University Communications, Public Affairs Council
b Highlight the impact of faculty, staff, student and institutional success regionally and across the state.	Ongoing	Director of Media & Community Relations	University Communications, Public Affairs Council
c Track the number of independent visits to campus and target informational offerings to visitors in high-traffic areas.	Ongoing	Director of Admissions, Athletic Director, Director Conference Center	Office of Admissions, Athletics, Alumni Relations, Conference Center
d Increase awareness and support for SVSU with local, state and federal officials on appropriating capital outlay and other higher education policy.	Ongoing	Director of Governmental Affairs	Governmental Affairs, External Affairs, Alumni Relations, President's Office
2 Develop and implement a strategic integrated marketing plan.	Dec-16	Executive Director of Communications & External Affairs	University Communications

Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
a Develop tactics such as general advertising, outreach activities and public relations aimed to expose SVSU more broadly.	Ongoing	Executive Director of Communications & External Affairs	University Communications
b Support Admissions efforts to increase interest from prospective students, improve Admissions communication strategies and expand pool of students who are contacted.	Dec-16	Director of Admissions	
c Conduct surveys of how students learned of SVSU and why they chose SVSU.	Dec-17	Director of Admissions	
d Increase public's understanding of SVSU opportunities and outcomes with the development of new materials and expanding our story telling.	Ongoing	Executive Director of Communications & External Affairs, Director of Media & Community Relations	University Communications
3 Increase alumni engagement with SVSU.	Jun-17 & Ongoing	Executive Director of Alumni Relations	
a Promote and encourage participation of all offices/academic departments in SVSU Connect.	Dec-16	Executive Director of Alumni Relations	

Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
b Increase alumni enrollment in SVSU Connect with the goal to achieve 2,500 by June 2017, 5,000 by June 2018 and 10,000 by June 2020.	Jun-17	Executive Director of Alumni Relations	
c Provide evidence of alumni engagement with all academic departments, (i.e. mentorship, internships, job sharing, speaking engagements, student recruitment, etc.)	Jun-17	Executive Director of Alumni Relations	
d Increase number of affinity groups.	Jun-17	Executive Director of Alumni Relations	
4 Strengthen and centralize external and internal communications.	Dec-17 & Ongoing	Executive Director of Communications & External Affairs	
a Identify best practices among peer institutions regarding cross-campus communication to strengthen internal communications at SVSU.	Sep-17	Director of Media & Community Relations	University Communications
b Further establish and enforce social media and web standards for SVSU.	Jun-17	Director of Web Communications	University Communications, Web Communications

Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
c Develop consistency in training for all ambassador/affinity groups and boards with a uniform SVSU orientation and individual training.	Dec-17	Director of Media & Community Relations	University Communications, Public Affairs Council
d Revitalize & centralize SharePoint and web management process and content.	Dec-17	Executive Director of Communications & External Affairs, Executive Vice President for Administration & Business Affairs	Web Communications, Information Technology Services, Office of Academic Affairs



Strategic Planning Goal 4 Team

- Mr. Jim Muladore, Co-Chair** Executive Vice President for Administration and Business Affairs
- Ms. Sue Crane, Co-Chair** Business and Financial Analyst
- Mr. Stephen McPherson** Controller
- Mr. Larry Emmons** Director of Information Technology & Support Services
- Dr. Anthony Bowrin** Interim Dean of the College of Business and Management
- Dr. Marc Peretz** Interim Dean for the College of Arts & Behavioral Sciences
- Ms. Laura Peil** Special Assistant to the Provost
- Dr. Craig Douglas** Dean College of Education
- Mr. Daniel Strasz** Director Academic Advisement Center
- Mr. Richard Thompson** University Ombudsman
- Ms. Marilyn Wheaton** Director Marshall M. Fredericks Sculpture Museum

SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
1 Develop flexible economic planning to accommodate the uncertain enrollment environment.	Ongoing & Annually	Executive Vice President for Administration & Business Affairs	
a Evaluate optimum enrollment size to ensure sustainability.	Jun-17	Executive Vice President for Administration & Business Affairs, Provost, President	
b Evaluate tuition structure (Undergraduate vs. Undergraduate Professional), non-resident rates and fees.	Dec-17	Executive Vice President for Administration & Business Affairs, Director of Governmental Affairs	
c Implement an economic planning process that ensures that the allocation of financial resources aligns with strategic initiatives.	FY19 & Ongoing Annually	Executive Vice President for Administration & Business Affairs	
d Evaluate opportunities to diversify SVSU revenue base and growth in endowment market value.	Ongoing	Executive Vice President for Administration & Business Affairs, Associate Vice President for Administration & Business Affairs	SVSU Foundation, Alumni Relations, Conference Center at SVSU
2 Ensure the campus includes state-of-the-art facilities and infrastructure.	Dec-17 & Ongoing	Executive Vice President for Administration & Business Affairs	

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
a Evaluate and improve processes that allow stakeholders to provide feedback on facilities and infrastructure.	Dec-17	Executive Vice President for Administration & Business Affairs, Associate Vice President for Administration & Business Affairs, Assistant Vice President Facilities Planning & Construction	
b Review and evaluate facilities infrastructure and deferred maintenance needs on a continuous basis.	Ongoing	Executive Vice President for Administration & Business Affairs, Associate Vice President for Administration & Business Affairs, Assistant Vice President Facilities Planning & Construction	
c Review and update the Information Technology Strategic Plan on a continuous basis to ensure alignment with strategic initiatives.	Oct-17, Ongoing & Annually	Executive Director of Information Technology	Information Technology Executive Committee
3 Create a culture that embraces operational efficiency, best practices and continuous quality improvement.	FY18 & Ongoing	Executive Vice President for Administration & Business Affairs, Provost, President	
a Expand and re-define the role of the Business Process Improvement Group to lead the University efforts in promotion of sound business practices and operational excellence.	May-17	Executive Director of Information Technology	

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
b Establish University metrics to evaluate improved operational efficiency.	May-17	Executive Vice President for Administration & Business Affairs, Executive Director of Information Technology	Business Process Improvement Group
c Create and implement an organizational development training plan related to identifying and implementing operational efficiencies, best practice and continuous improvement.	Jun-17	Executive Director of Information Technology, Executive Vice President for Administration & Business Affairs, Provost	Professional Development Resources, Human Resources
d Incorporate a cost/benefit analysis into the comprehensive review of all University operations and programs.	FY18 & Ongoing	Budget Director	Office of Academic Affairs
4 Establish institutional data governance policies and practices for the University's enterprise information management that aligns with University goals.	Mar-17 & Ongoing	Director of Institutional Research	Information Technology Services
a Establish a Data Governance Council that will develop and monitor policies, standards, definitions and strategies of data governance.	Jan-17 & Ongoing	Executive Vice President for Administration & Business Affairs, Provost	
b Identify and prioritize data governance needs as they pertain to mission critical decision-making and reporting to key stakeholders.	Mar-17	Director of Institutional Research	Information Technology Services; University Dashboards

Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
c Create and implement a data governance plan that defines mission, vision, goals, metrics and success measures.	Mar-17 & Ongoing	Director of Institutional Research	



Strategic Planning Goal 5 Team

- | | |
|-------------------------------------|------------------------------------------------------------------------|
| Dr. Joshua Ode, Co-Chair | Associate Vice President for Academic Affairs |
| Mr. Andrew Bethune, Co-Chair | Executive Director SVSU Foundation |
| Mr. Calvin Talley | Special Assistant to the Provost |
| Dr. Judith Ruland | Dean College of Health and Human Services |
| Ms. Samantha Kuhl | Assistant Athletic Director of Compliance & Academic Services (Former) |
| Mr. Jason Schoenmeyer | Associate Director of Student Life |
| Dr. Dawn Hinton | Professor of Sociology |
| Ms. Susan Brasseur | Director of the Conference Center at SVSU |
| Ms. Janet Rentsch | Director Sponsored Programs & IRB Research Compliance |
| Mr. Michael Major | Director of Career Services |
| Dr. Andrew Chubb | Associate Dean in the College of Science Engineering & Technology |
| Dr. Erik Trump | Professor of Political Science |
| Ms. Jo Brownlie | Director Osher Lifelong Learning Institute (OLLI) |
| Dr. Brian Thomas | Associate Professor of Sociology |

Study abroad students in Nepal.

Our community engagement activities drive regional and institutional success both locally and worldwide.

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
1 Create and support an organizational structure and culture that reflects SVSU’s commitment to community engagement.	Dec-16 & Ongoing	Associate Vice President for Academic Affairs, Director Institutional Research, Executive Director of Communications & External Affairs	
a Develop an institute for community engagement.	Dec-16	Associate Vice President for Academic Affairs	SVSU Foundation, Student Affairs
b Develop a data management system for community engagement.	Jul-17	Associate Vice President for Academic Affairs	Office of Institutional Research, Office of Student Affairs
c Benchmark peer and aspirational peer institutions for community engagement.	Jul-17	Associate Vice President for Academic Affairs	Office of Institutional Research, Office of Student Affairs
d Strengthen relationships with internal and external constituents to enhance access to campus and promote partnerships with the community.	Jul-17 & Ongoing	Executive Director of Communications & External Affairs, Provost, Executive Vice President for Administration & Business Affairs	

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
e Achieve 2025 Carnegie Community Engagement re-classification.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs	
2 Integrate community engagement activities into academic programs and research.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs, Associate Provost Student Affairs	
a Evaluate, improve and develop service learning and community-based courses.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs, Director Center for Academic Innovation & Online Learning, Deans	Office of Institutional Research
b Evaluate, improve and develop scholarship and research that contributes to outreach and engagement.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs, Director Sponsored Programs, Deans	
c Increase the number of faculty and staff who participate in community outreach.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs	Deans, Student Affairs
d Increase the number of students who participate in curricular and co-curricular community engagement. <ul style="list-style-type: none"> • Percentage participating in internships • Percentage participating in outreach • Percentage participating in community based research 	Jul-17 & Ongoing	Associate Vice President for Academic Affairs	Career Services, Student Affairs, Sponsored Programs, Institutional Research, Deans

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
e Develop a community engagement certificate program honoring civically engaged students.	Dec-18	Associate Vice President for Academic Affairs	Academic Deans, Office of Student Affairs, Center for Academic Achievement
3 Create and expand mutually beneficial partnerships that impact our community.	Dec-18 & Ongoing	Associate Vice President for Academic Affairs, Executive Director of Communications & External Affairs, Executive Director SVSU Foundation, Director Sponsored Programs	
a Prioritize institutional resources to enhance community engagement.	Jun-18 & Ongoing	Associate Vice President for Academic Affairs, Executive Director SVSU Foundation	Administration & Business Affairs, Sponsored Programs
b Evaluate, improve and develop community partnerships.	Jul-17 & Ongoing	Associate Vice President for Academic Affairs, Executive Director of Communications & External Affairs, Executive Director SVSU Foundation, Associate Provost Student Affairs	Institutional Research
c Evaluate and develop external funding to support community engagement activities.	Jul-17 & Ongoing	Executive Director SVSU Foundation, Director Sponsored Programs	Office of Academic Affairs

Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.

Strategy	Target Date	Owner by Title	Resources/Collaboration Needed
d Develop a proactive community engagement outreach program to match SVSU resources with community needs through the Public Affairs Council.	Jul-17 & Ongoing	Executive Director of Communications & External Affairs	SVSU Foundation, Office of Academic Affairs
4 Increase awareness internally and externally of community engagement activities.	Jun-17 & Ongoing	Associate Vice President for Academic Affairs, Executive Director of Communications & External Affairs	
a Develop a marketing plan to promote community engagement activities.	Jul-17	Executive Director of Communications & External Affairs	Office of Academic Affairs
b Develop guidelines addressing approaches, processes, liabilities and expectations for participation in community engagement.	Jan-18	Associate Vice President for Academic Affairs, Associate Provost Student Affairs, Executive Director of Communications & External Affairs	General Counsel, Sponsored Programs
c Develop an interactive map which describes community engagement activities/partnerships.	Jun-17	Associate Vice President Academic Affairs	SVSU Foundation, Office of Student Affairs



Measures of Success

An important element of any strategic plan is a description of success in quantitative ways. This table summarizes the critical measures of success for SVSU's strategic goals. Targets describe what level of a particular success measure is to be achieved.

More detailed measures may be tracked as necessary to inform these high-level metrics.

Mission

We transform lives through educational excellence and dynamic partnerships, unleashing possibilities for impact in our community and worldwide.

Vision

We will be renowned for our innovative teaching, experiential learning and state-of-the art facilities and be the first choice for those striving for personal and professional success.

Strategic Goals	Measures of Success	Targets	Benchmark
Goal 1. SVSU delivers high quality academic programs that lead to student success, improved retention and enrollment stability.	Increased overall 6-year graduation rates.	Greater than or equal to 45% by 2021.	As of Fall 2015 - 40% (IPEDS definition).
	Increased first- to second-year retention rates.	Greater than or equal to 78% by 2018.	As of Fall 2015 - 73% for domestic students, 70% average over last 5 years.

Strategic Goals	Measures of Success	Targets	Benchmark
	Increased strategic use of online & hybrid courses and programs to increase enrollment and reducing time to graduation.	15% of total sections by 2020. MBA fully online by 2018	10% of total section in AY 2015-16.
	Achieve First Time in College (FTIC enrollments) consistent with desired targets.	Increase 10% by Fall 2018.	As of Fall 2016, 1,354 FTIC.
	Expand enrollments in College of Business & Management (CBM) and College of Education (COE) undergraduate and graduate programs.	20% increase in CBM and COE enrollments by 2020.	As of AY 2015-16, CBM = 1,397 students; COE = 951 students.
	Ensuring that all students experience high impact educational practices .	100% of undergraduates by 2021.	N/A
Goal 2. Our people, climate and culture transform lives.	Increased overall professional development opportunities and participation in areas identified by a SVSU Needs Assessment.	Significant improvement in the SVSU Needs Assessment by 2020 (Specific targets to be determined).	N/A
	Increased overall opportunities and participation in cultural competency activities in areas identified by the 2014 Climate Survey.	Significant improvement in the Climate Survey by 2020 (Specific targets to be determined).	N/A

Strategic Goals	Measures of Success	Targets	Benchmark
	To continue to strive for a highly talented, diverse faculty and staff workforce.	To achieve at or above percentages of the workforce data compared to the region and peer Michigan Public Universities.	As of 9/2015, SVSU had 827 full-time employees, 49% female and 15.2% minority. Over the same time period, the Saginaw, Bay, Midland region 49% female and 14.7% minority, Michigan Public Universities 54% female and 18.3% minority. Fall 2015 = 12%
	Increased diversity of the student body.	Increased diversity of select population groups: Combined African American and Hispanic populations from 12% to 15% by 2020.	
Goal 3. SVSU is widely known across Michigan as a sought-after institution of higher learning.	Increase SVSU's reputation standing relative to competitors.	Move toward median or above the peer institutions in Dartlet's external survey by Fall 2018.	SVSU ranked below peer institutions for "strongest overall reputation" in Fall 2015 External Survey.
	A marketing plan that contributes to increased SVSU public awareness.	Move toward median rankings in Student Insights Report by Spring 2018.	SVSU ranked #11 among Michigan institutions in awareness perceptions among High School seniors surveyed in spring 2016.
	Increased alumni engagement with SVSU.	2,500 alumni enrolled in SVSU Connect, 20 affinity groups established and a 10% increase in the Legacy enrollments by June 2017.	As of August 2016 - 1,535 alumni enrolled in SVSU Connect, 14 affinity groups and 193 Legacy enrollments.
	Improved web site performance and efficiency and increased social media followers through the revitalization and centralization of web management process and content.	Increase new web visitors and search engine traffic by 7%, increase social media followers by 10% by June 2017.	As of 9/2016, new user visits total 33% of overall web site visitors, search engine traffic at 42% of overall visits to website. SVSU <u>followers</u> as of August 2016 - Facebook - 26,757, Twitter - 4,651, YouTube - 592, Instagram - 1,496.

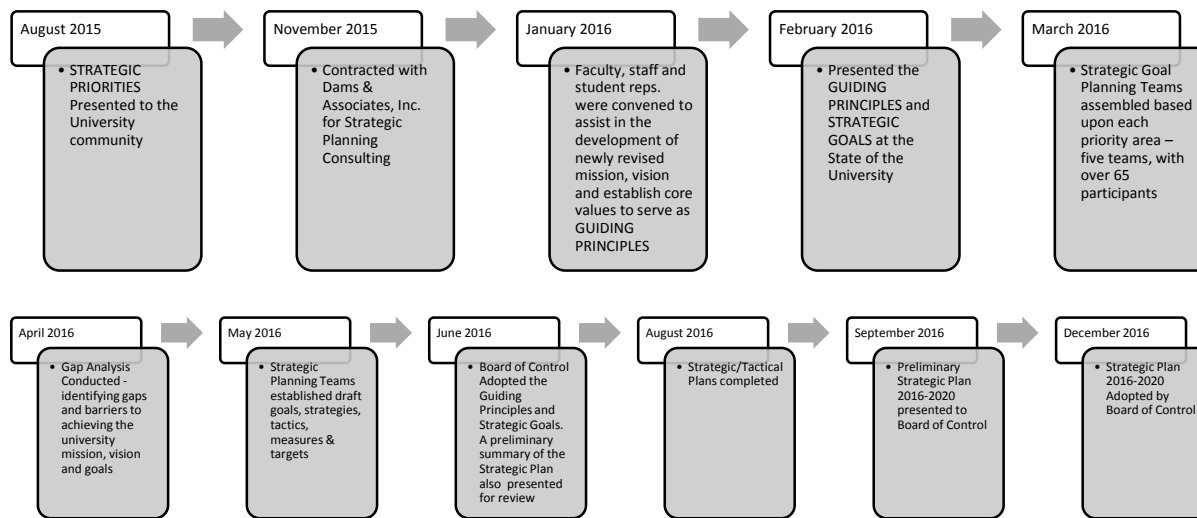
Strategic Goals	Measures of Success	Targets	Benchmark
Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.	Positive budget operating margins that contribute to adequate reserve levels and retirement of outstanding debt.	Capital Projects Reserve = \$45 million by 6/30/2023; Increase Operating Reserves by 5% annually; Outstanding debt reduced to \$72 million by 6/30/2023; Net Tuition Revenue Growth.	Capital Projects Reserve = \$36.2 million as of 6/30/2015; Debt = \$117.3 million as of 6/30/2016; General Fund Reserve (Unrestricted) = \$2.4 million as of 6/30/2016.
	Controlling operating costs per Fiscal Year Equivalent Students (FYES) .	Maintain lowest "Expenditures per FYES" as compared to peer Michigan public universities.	FY15 Expenditures per FYES = \$13,965; lowest among Michigan public universities.
	Continued capital investment .	Adequate funding for new projects and deferred maintenance needs.	Maintain or exceed funding levels as required by the capital projects plan.
	Growth in endowment market value .	Endowment value increases from \$73 million to \$100 million by 2020; Increase endowment distributions at the rate of annual inflation in support of University initiatives.	Endowment net assets = \$73.64 million as of 6/30/16. Endowment distributions = \$2.48 million as of 6/30/16.
	Recognition by independent organizations for operational and financial excellence .	Positive audit, credit ratings and peer organization reviews.	2016 Credit Ratings: Standards & Poor = A; Moody's =A1
Goal 5. Our community engagement activities drive regional and institutional success both locally and worldwide.	Developed institute and metrics for community engagement .	Established by June 2017.	N/A

Strategic Goals	Measures of Success	Targets	Benchmark
	Increased number of students/faculty/staff participating in service learning, community-based research and outreach.	Benchmarking completed by July 2017 with identified targets.	N/A
	Enhance impact of regional, national and global partnerships.	Benchmarking completed by July 2017 with identified targets.	N/A

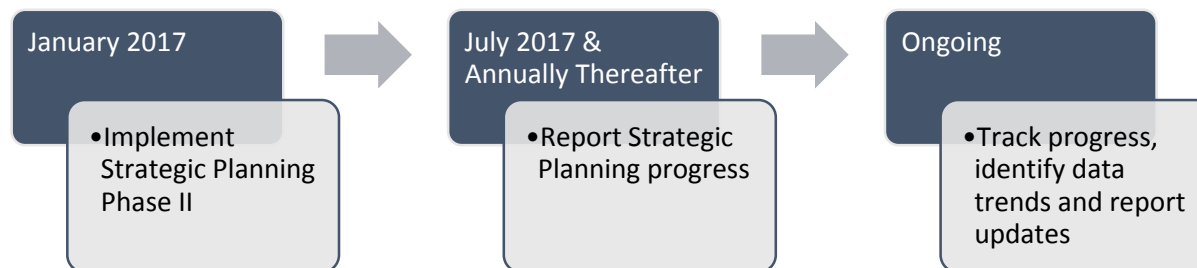


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Timeline



Next Steps



Ongoing

- ❖ Communicate and report results of the Strategic Plan to the University community and key stakeholders clearly and often.
- ❖ Continue internal conversations on how all can contribute to the SVSU mission, vision and live out the core values.
- ❖ Focus on strategy throughout the year through strategy-based leadership and staff meeting agendas and annual progress reports.
- ❖ Utilize process and outcome metrics for continuous improvement toward service excellence.
- ❖ Regularly review, validate and update the Strategic Plan.
- ❖ Celebrate success!

Implementation Schedule

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
3 1 a Utilize and share data from Student Insights Report & Dartlet survey to familiarize stakeholders with current perceptions in comparison to our competitors in the State of Michigan.	Dec-16				
3 2 Develop and implement a strategic integrated marketing plan.	Dec-16				
3 2 b Support Admissions efforts to increase interest from prospective students, improve Admissions communication strategies and expand pool of students who are contacted.	Dec-16				
3 3 a Promote and encourage participation of all offices/academic departments in SVSU Connect.	Dec-16				
5 1 Create and support an organizational structure and culture that reflects SVSU's commitment to community engagement.	Dec-16 & Ongoing				
5 1 a Develop an institute for community engagement.	Dec-16				
4 4 a Establish a Data Governance Council that will develop and monitor policies, standards, definitions and strategies of data governance.		Jan-17 & Ongoing			
2 2 a Review existing data focused on cultural understanding, tolerance, equity and inclusion; identify gaps and collect additional data as needed.		Feb-17			
2 4 b Review and refine the University compensation strategy for faculty and support staff in accordance with collective bargaining negotiations. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison 		90 days prior to applicable collective bargaining agreements			
4 4 Establish institutional data governance policies and practices for the University's enterprise information management that aligns with University goals.		Mar-17 & Ongoing			

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
4 4 b Identify and prioritize data governance needs as they pertain to mission critical decision-making and reporting to key stakeholders.		Mar-17			
4 4 c Create and implement a data governance plan that defines mission, vision, goals, metrics and success measures.		Mar-17 & Ongoing			
1 4 c Optimize impact of student affairs programming through assessment leading to continuous improvement.		May-17 & Ongoing			
2 1 a Develop a strategic approach for a comprehensive professional development program for all employees.		May-17			
2 1 b Ensure University compliance with all relevant federal and state laws, related to equal opportunity and civil rights.		May-17 & Ongoing			
2 2 b Develop a strategic approach for programming priorities and preferred method(s) of delivery.		May-17			
2 3 a Enhance strategies of recruiting and retaining administrators, faculty and staff members from diverse ethnic backgrounds.		May-17			
2 3 b Enhance strategies of recruiting and retaining students from diverse and ethnic backgrounds.		May-17			
2 3 c Develop additional best practices to strengthen the recruitment and hiring process for the inclusion of underrepresented employee groups.		May-17			
2 3 d Establish and monitor recruitment and retention goals by employee group, division and college.		May-17 & Ongoing			
2 3 e Implement program models to assess success in retaining diverse students and refine/update as needed.		May-17			

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
2 4 d Align annual Performance Management evaluation process with strategic goals. <ul style="list-style-type: none"> • Create a program to reward behavior that drive results • Increase year-round manager coaching activities • <u>Develop a plan to promptly respond to market changes</u> 		May-17			
4 3 a Expand and re-define the role of the Business Process Improvement Group to lead the University efforts in promotion of sound business practices and operational excellence.		May-17			
4 3 b Establish University metrics to evaluate improved operational efficiency.		May-17			
1 1 Determine future size of the university and achieve enrollment goals for long term sustainability.		Jun-17 & Ongoing			
1 1 a Develop long-term enrollment goals for domestic and international admissions.		Jun-17			
3 3 Increase alumni engagement with SVSU.		Jun-17 & Ongoing			
3 3 b Increase alumni enrollment in SVSU Connect with the goal to achieve 2,500 by June 2017, 5,000 by June 2018 and 10,000 by June 2020.		Jun-17			
3 3 c Provide evidence of alumni engagement with all academic departments, (i.e. mentorship, internships, job sharing, speaking engagements, student recruitment, etc.)		Jun-17			
3 3 d Increase number of affinity groups.		Jun-17			
3 4 b Further establish and enforce social media and web standards for SVSU.		Jun-17			
4 1 a Evaluate optimum enrollment size to ensure sustainability.		Jun-17			

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
4 3 c Create and implement an organizational development training plan related to identifying and implementing operational efficiencies, best practice and continuous improvement.		Jun-17			
5 4 Increase awareness internally and externally of community engagement activities.		Jun-17 & Ongoing			
5 4 c Develop an interactive map which describes community engagement activities/partnerships.		Jun-17			
2 1 c Establish a system for tracking professional development, thus creating a first-year baseline with a goal to increase participation by 10% over two years (from FY 17/18 through FY 19/20).		Jul-17			
2 1 d Implement a professional development program for all employees.		Jul-17 & Ongoing			
2 1 e Invest in ongoing development training that is inclusive, targeted, incentivized and incorporated with performance goals.		Jul-17 & Ongoing			
2 4 Align hiring and compensation strategy for employees to regularly utilize market data/peer information to maximize its competitive position while maintaining our fiscal goals.		Jul-17			
2 4 e Adopt a plan to track employee turnover and recruiting losses. • Identify reasons for employee resignations and rejection by job candidate • Link to public and private sector data		Jul-17			
5 1 b Develop a data management system for community engagement.		Jul-17			
5 1 c Benchmark peer and aspirational peer institutions for community engagement.		Jul-17			
5 1 d Strengthen relationships with internal and external constituents to enhance access to campus and promote partnerships with the community.		Jul-17 & Ongoing			
5 1 e Achieve 2025 Carnegie Community Engagement re-classification.		Jul-17 & Ongoing			

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
5 2 Integrate community engagement activities into academic programs and research.		Jul-17 & Ongoing			
5 2 a Evaluate, improve and develop service learning and community-based courses.		Jul-17 & Ongoing			
5 2 b Evaluate, improve and develop scholarship and research that contributes to outreach and engagement.		Jul-17 & Ongoing			
5 2 c Increase the number of faculty and staff who participate in community outreach.		Jul-17 & Ongoing			
5 2 d Increase the number of students who participate in curricular and co-curricular community engagement. <ul style="list-style-type: none"> • Percentage participating in internships • Percentage participating in outreach • Percentage participating in community based research 		Jul-17 & Ongoing			
5 3 b Evaluate, improve and develop community partnerships.		Jul-17 & Ongoing			
5 3 c Evaluate and develop external funding to support community engagement activities.		Jul-17 & Ongoing			
5 3 d Develop a proactive community engagement outreach program to match SVSU resources with community needs through the Public Affairs Council.		Jul-17 & Ongoing			
5 4 a Develop a marketing plan to promote community engagement activities.		Jul-17			
1 3 d Leverage strengths to develop relevant, inter/multi-disciplinary programs.		Sep-17			
2 1 Create a culture for professional development.		Sep-17			

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
2 2 Increase cultural understanding, tolerance, equity and inclusion for all members of the SVSU campus community.		Sep-17 & Ongoing			
2 2 c Provide opportunities/programs to the campus community to further their understanding of tolerance, equality and inclusion.		Sep-17			
2 3 Continue to increase the diversity of faculty, staff and the student body.		Sep-17, Ongoing & Annually			
3 4 a Identify best practices among peer institutions regarding cross-campus communication to strengthen internal communications at SVSU.		Sep-17			
1 1 b Employ best practices in admissions and financial aid to achieve enrollment targets.		Fall 2017 & Ongoing			
4 2 c Review and update the Information Technology Strategic Plan on a continuous basis to ensure alignment with strategic initiatives.		Oct-17, Ongoing & Annually			
1 3 b Develop strategic plan for each college to ensure programs are current, meet employer/regional needs and prepare students for a diverse and global society.		Dec-17			
1 3 e Measure, track and increase opportunities for service and experiential learning in all colleges (linked to strategic priority 5, 2a).		Dec-17			
1 3 f Increase online program offerings, including fully online graduate programs and online courses in all general education categories.		Dec-17			
1 5 c Provide state-of-the-art facilities for teaching across all modalities.		Dec-17			
2 4 a Review and refine the University compensation strategy for Administrative Professional staff. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison • Conduct a periodic internal equity review of compensation 		Within six months of finalization of overall University business strategy			

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
3 1 Increase SVSU's reputation and standing relative to competitors and improve public awareness of SVSU's defining attributes.		Dec-17			
3 2 c Conduct surveys of how students learned of SVSU and why they chose SVSU.		Dec-17			
3 4 Strengthen and centralize external and internal communications.		Dec-17 & Ongoing			
3 4 c Develop consistency in training for all ambassador/affinity groups and boards with a uniform SVSU orientation and individual training.		Dec-17			
3 4 d Revitalize & centralize SharePoint and web management process and content.		Dec-17			
4 1 b Evaluate tuition structure (Undergraduate vs. Undergraduate Professional), non-resident rates and fees.		Dec-17			
4 2 Ensure the campus includes state-of-the-art facilities and infrastructure.		Dec-17 & Ongoing			
4 2 a Evaluate and improve processes that allow stakeholders to provide feedback on facilities and infrastructure.		Dec-17			
5 4 b Develop guidelines addressing approaches, processes, liabilities and expectations for participation in community engagement.			Jan-18		
2 4 b Review and refine the University compensation strategy for faculty and support staff in accordance with collective bargaining negotiations. • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison			90 days prior to applicable collective bargaining agreements		
4 3 Create a culture that embraces operational efficiency, best practices and continuous quality improvement.			FY18 & Ongoing		

Strategies and Tactics Sorted by Completion Date (Month-Year)	2016	2017	2018	2019	2020
4 3 d Incorporate a cost/benefit analysis into the comprehensive review of all University operations and programs.			FY18 & Ongoing		
5 3 a Prioritize institutional resources to enhance community engagement.			Jun-18 & Ongoing		
1 2 d Improve persistence and graduation rates for students who require developmental education.			Fall 2018		
2 4 c Review and refine the University compensation strategy for part-time employees. <ul style="list-style-type: none"> • Link compensation strategy to overall University business strategy • Benchmark peer salary data comparison • Conduct a periodic internal equity review of compensation 			Within 18 months of finalization of overall University business strategy		
5 2 e Develop a community engagement certificate program honoring civically engaged students.			Dec-18		
5 3 Create and expand mutually beneficial partnerships that impact our community.			Dec-18 & Ongoing		
4 1 c Implement an economic planning process that ensures that the allocation of financial resources aligns with strategic initiatives.				FY19 & Ongoing Annually	
1 2 Improve retention, persistence and graduation rates.				Dec-19	
1 2 c Reduce achievement gaps between minority students and the general student population.				Dec-19	
1 2 e Facilitate timely graduation of students through curriculum, scheduling, processes and technology.				Dec-19	

Ongoing Initiatives

1 1 c Engage internal and external stakeholders in recruiting and promoting programs.
1 2 a Improve first-to-second year retention for domestic and international students with focused attention on students' transition to the university.
1 2 b Improve persistence for students beyond the first year.
1 3 a Obtain and maintain relevant accreditations and program reviews.
1 3 c Create and promote externally recognized programs of excellence in each college and student affairs.
1 3 Deliver a portfolio of high quality programs.
1 4 a Ensure all undergraduate students experience high impact educational practices each year of their full-time enrollment.
1 4 b Integrate general education, academic programs and co-curricular experiences to develop students' capacity to think critically, reason logically and communicate effectively.
1 4 d Leverage curricular and co-curricular opportunities to ensure that students interact with diverse populations and experience diverse cultures.
1 4 Maximize the academic, personal and professional growth for all students.
1 5 a Support and recognize innovative teaching by individual faculty, departments, programs and colleges.

1	5	b	Enhance opportunities for departmental engagement and support, as well as professional development for early and mid-career faculty.
1	5	d	Provide support to assist faculty in achieving scholarly goals, including teaching and engagement.
1	5		Promote innovation and excellence in teaching and scholarly activities, achieving national and international recognition.
3	1	b	Highlight the impact of faculty, staff, student and institutional success regionally and across the state.
3	1	c	Track the number of independent visits to campus and target informational offerings to visitors in high-traffic areas.
3	1	d	Increase awareness and support for SVSU with local, state and federal officials on appropriating capital outlay and other higher education policy.
3	2	a	Develop tactics such as general advertising, outreach activities and public relations aimed to expose SVSU more broadly.
3	2	d	Increase public's understanding of SVSU opportunities and outcomes with the development of new materials and expanding our story telling.
4	1	d	Evaluate opportunities to diversify SVSU revenue base and growth in endowment market value.
4	1		Develop flexible economic planning to accommodate the uncertain enrollment environment.
4	2	b	Review and evaluate facilities infrastructure and deferred maintenance needs on a continuous basis.

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