

SOU 2009-2014 Strategic Plan Goals and Objectives
Goals for 2010

SOU Strategic Plan Goal	Related University Plan	2010 Goal and Related Strategic Plan Objective	Action Steps for 2010	Who Responsible	Measurement for Success
I. Academic Distinctiveness and Quality	Master Academic Plan	Implement Faculty Mentoring Program (F)	<ul style="list-style-type: none"> • Identify leader for CTL • Pair new faculty w/ faculty mentor outside their dept. 	Director of CTL	Survey faculty mentors and new faculty for satisfaction by 5/11/10
		Expand Community-based Learning to Distance Ed. (B, D, G + III F)	<ul style="list-style-type: none"> • Develop 5 online courses with CBL components 	Dir. Distance Ed and Dir.CBL	Courses developed and available for Fa'10
		Schedule a regional meeting with OIT, CAO's from community colleges (C)	<ul style="list-style-type: none"> • Invite, plan the agenda and conduct mtg. 	SOU & OIT Provosts	Specific action steps developed for cooperation and partnerships
		Review US Exploration Courses in light of Strategic Plan Objectives - Connected Learning - Intellectual Creativity - Sense of Place (A, B + II C + III F)	<ul style="list-style-type: none"> • Conduct review • Consider adding questions related to planning themes 	US Committee	Questions incorporated and cause courses to be altered to reflect strategic goals by Fa'10
		Academic quality and rigor (B,E,D)	<ul style="list-style-type: none"> • Strengthen/streamline academic programs • Continue to implement assessment • Enhancement of leading programs 	<ul style="list-style-type: none"> • Deans • Assessment Liaison 	<ul style="list-style-type: none"> • Revised curriculum in 25% of programs • Assessment reports of every academic program by 1/1/10 • Profile/visioning document for programs

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I. Academic Distinctiveness and Quality	Student Affairs and Enrollment Management Plans	Further engage faculty in community college and high school outreach in support of enrollment growth. (C)	<ul style="list-style-type: none"> • Identify 10 faculty • Schedule appropriate times for faculty to present at HSs and CCs 	Deans, Admissions	10 presentations made to HSs and CCs by 3/1/10
		Enhance vibrancy of campus life in support of recruitment, retention, inclusion, leadership and quality of experience. (A, E, G, H, I)	<ul style="list-style-type: none"> • Develop student leadership curriculum • Establish/expand seminar series (“SOU Connections”) 	<ul style="list-style-type: none"> • Ex. Dir. for Student Life • All academic units 	<ul style="list-style-type: none"> • Curriculum developed/approved for Fa’10 implementation • 8-10 seminars; avg. attendance of 50
		Push forward with coherent diversity initiatives in support of enrollment growth, faculty/staff recruitment & campus life. (A)	<ul style="list-style-type: none"> • Coordinate int’l student recruitment plans/efforts • Create Diversity Council • Develop diversity recruitment plan; Latino initiatives 	<ul style="list-style-type: none"> • Int’l Programs, Marketing/Com, Provost,, Admissions • President • Diversity Council 	<ul style="list-style-type: none"> • 25-30 new int’l students for Fa’10 • Diversity Council appointed and meets by 11/1/09 • Diversity plan w/ budget
		Retention progress – focus on academic support, including advising, learning commons, and pre-Freshman year course (G, I)	<ul style="list-style-type: none"> • Implement Astra Schedule in prep. for development of student advising module • Launch Testing Center concept • Review/assess/revise pilot pre-freshman year pilot program and launch Summer ‘10 	<ul style="list-style-type: none"> • Enrollment Services, IT • Student Affairs • VP Student Affairs 	<ul style="list-style-type: none"> • Implement Astra by 5/1/10 • Implement Test. Ctr. by 11/1/09 • Finalize and launch pre-freshman course, if it makes sense, by 2/1/10

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II. Commitment to the Arts and Region	Master Academic Plan	Consolidate/Market Media Arts programs and Digital Media Foundations (A)	<ul style="list-style-type: none"> • Vision and strategic planning • Curriculum redesign 	Dean CAS and faculty	<ul style="list-style-type: none"> • Visioning document and approved curriculum by 6/1/10
		Re-energize/Market Environmental Studies (A)	<ul style="list-style-type: none"> • Create a Center for the Environment 	Dean CAS, Envir. Studies faculty	<ul style="list-style-type: none"> • OUS approved BS in E. Science by 6/15/10 • Revamped Dept. of Env. Programs • OIT exchange in place
		Re-energize/Market Performing Arts (A)	<ul style="list-style-type: none"> • Get conceptual design and funding plan in place w/ faculty buy-in • Visioning and planning for Musical Theater Program 	Dean CAS, VP Development, et. al.	<ul style="list-style-type: none"> • Conceptual Design for PA Bldg. • Funding Plan for PA Bldg. • Vision document and timeline for MT Program
	Finance and Administration and Campus Master Plan Update	Climate Action Plan development (B, E, G)	<ul style="list-style-type: none"> • Form the Climate Action Comm. • Develop the Climate Action Plan 	Sustainability Council; Campus Planning & Sustainability Officer; Climate Action Comm.	<ul style="list-style-type: none"> • Climate Action Plan developed by 6/30/10 • Adoption of 'green purchasing policy'

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III. Community Partner and Catalyst	Finance and Administration and Campus Master Plan Update	Campus Master Plan adopted by City of Ashland (C, H)	<ul style="list-style-type: none"> • Develop PR strategies in advance of Oct. 5 meeting • Hold Oct. 5th neighbor mtg. • Revisit plan for final revisions • Resubmit to Planning Commission (public hearing) • On to City Council for final adoption 	Campus Planning & Sustainability Officer, VP Finance & Admin., Dir. Interactive Marketing and Media Relations	Master Plan approval by 6/30/10
		Public Private Partnership for Residences (D)	<ul style="list-style-type: none"> • Market analysis • Develop RFP consistent with Master Plan 	<ul style="list-style-type: none"> • Campus Planning & Sustainability Officer, Dir. Residence Life and Housing • Campus Planning & Sustainability Officer, VP Finance & Admin., 	<ul style="list-style-type: none"> • Adequate info for further action • Issued in 2010
	Development and Foundation Plan	Develop Alumni/Student Mentoring program (D, G, H)	<ul style="list-style-type: none"> • Appoint committee to spearhead • Identify faculty, alumni, & business partners • Determine formal process & resources • Develop evaluation & assessment plan • Market & promote link to CBL opportunities. 	Development Office Alumni Assoc. and Database Mgr. , Dept. Chairs, Involvement Center.	<ul style="list-style-type: none"> • No. of alumni mentors • Approved plan by 6/30/10

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III. Community Partner and Catalyst	Development and Foundation Plan	Develop marketing strategy for Theatre project, Annual Fund, Planned Giving (A, B)	<ul style="list-style-type: none"> • Develop Marketing Plan for Fundraising • Promote plan internally & externally 	VP Development, Dir. Interactive Marketing and Media Relations	<ul style="list-style-type: none"> • Approved plan by 11/1/09 • Begin implementation 12/09
IV. Financial Sustainability	Master Academic Plan	Recruit 25-30 international students (A,C)	<ul style="list-style-type: none"> • 2-yr. institutional recruitment from US CCs with high int'l enrollment. • Int'l partners – complete and begin to implement agreements • Resolve ELS issues and opportunities • Implement full-time MBA program 	<ul style="list-style-type: none"> • Admissions, Int'l Programs Director • Provost, Int'l Programs Director, Admissions, • Dean, School of Business, Provost, Int'l Programs Dir. 	<ul style="list-style-type: none"> • 5 Western CCs will be focus of this year • MBA program by 1/1/10
		Plan/Implement Institutional Research Office (A,B,D, E,F,G)	<ul style="list-style-type: none"> • Complete implementation of necessary resources • Meet w/ councils/others re. needs/expectations • Publish work plan • Provide accurate, relevant, dependable data • Resolve FAST Report questions 	Provost, IR Co-Directors	<ul style="list-style-type: none"> • Work plan in place by 6/30/10

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	Student Affairs and Enrollment Management Plans	Tuition, fees, scholarships & remissions (WUE, others) aligned in support of enrollment growth (D, E, G)	<ul style="list-style-type: none"> • Instate scholarship remission plan developed w/ increased fundable student targets • WUE-weaning plan developed and phase #1 underway • Finalize plateau elimination 	<ul style="list-style-type: none"> • Dean ESC, Dir. Admissions, VP Student Affairs, others on Enrollment Planning • Cabinet 	<ul style="list-style-type: none"> • Increased applications • Increased yield on applications, esp. fundable students for Fa'10
		Complete and integrate college and schools and individual department enrollment plans (A, D, E)	<ul style="list-style-type: none"> • Develop a process to guide this development • Develop plans 	Enrollment Committee, Deans & Depts.	<ul style="list-style-type: none"> • Dept. enrollment plans that support enrollment plans are in place for 2010-11 recruitment season.
	Finance and Administration and Campus Master Plan Update	FY 10 ending fund balance at goal of 7 - 8% (D, E, F)	<ul style="list-style-type: none"> • Implement reduction plans • Monitor spending and investments • Achieve enrollment targets • Continued implementation of RCM 	<ul style="list-style-type: none"> • VPs • VP Finance & Admin, Budget Committee, UPC, Cabinet • Exec. Council., others • VP Finance & Admin. , Deans, others 	<ul style="list-style-type: none"> • Meet fund balance goal of 7% - 8% by 6/30/10

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IV. Financial Sustainability					
	Development and Foundation Plan	Raise \$4M for identified strategic plan initiatives (B)	<ul style="list-style-type: none"> • Complete fund-raising plan w/ buy-in • Implement plan 	VP Development, Foundation. others	<ul style="list-style-type: none"> • Plan completed by 12/1/09 • Implement plan by 6/30/10
		Raise \$300,000 unrestricted funds for operations and academic departments (A - G)	<ul style="list-style-type: none"> • Hire annual fund coordinator by 10/1/09 • Develop and implement annual fund plan in coordination w/ academic depts. by 1/1/10 	VP Development	<ul style="list-style-type: none"> • Staff person in place • Approved plan by 1/1/10 • \$300,000 in the bank by 6/30/10
		Dialogue with university faculty, deans, chairs to engage them in fund raising (B)	<ul style="list-style-type: none"> • Meet w/, talk to get feedback from everyone on the fund raising plan • Engage the faculty w/ donors as outlined in the plan 	VP Development, Dev. Staff, Faculty	<ul style="list-style-type: none"> • Meetings held w/ faculty, others 3/1/10 • Determine and achieve # of visits and asks outlined in the plan by 6/30/10
		Implement donor research program to identify and reach new prospects (B, C)	<ul style="list-style-type: none"> • Use Wealth Engine to develop plan • Implement a moves-management process 	Development, Dev. Database Manager	<ul style="list-style-type: none"> • Updated prospect plan and know who we have to work with by 12/1/09 • Moves mgmt. process implemented by 3/1/10