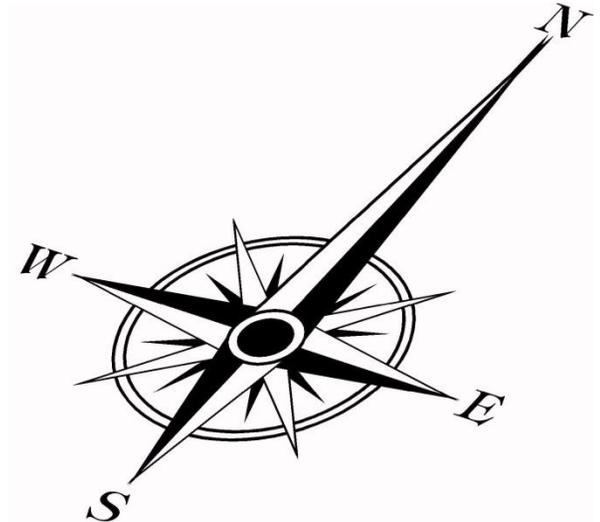




**WESTERN STATE  
COLORADO UNIVERSITY**

**Action Planning Document  
Tracking Sheet for Goals & Initiatives for 2013-14  
Adopted August 29, 2013**



## Goals and Objectives for 2013-14

### **Statement of purpose and goals for 2013-14:**

Western offers transformational educational experiences by providing an engaging and highly personalized learning environment within a unique and inspiring setting. Over the next twelve months the campus community will elevate Western and enhance student experiences and outcomes by:

1. Stabilizing institutional leadership
2. Restoring communication and collaboration within decision making processes
3. Building strong and positive internal and external relationships
4. Creating a culture of shared stewardship and accountability

We will achieve these goals with honesty, integrity and transparency.

# 1. Stabilizing Institutional Leadership

No.	Task or Activity	Responsibility	Resources	Date Due	December 2013 Update
<b>a.</b>	<b>Academic Affairs</b>				
	i. Leadership <ul style="list-style-type: none"> <li>• Fill Academic VP position</li> <li>• Fill Associate Academic VP</li> </ul>	Baca / Niemi		7/13 8/13	Position filled, administrative responsibilities delegated and operating effectively.
	ii. Restructure academic council to chairs/directors and academic administrator groups to ensure effectiveness and resume chairs' and directors' focus on faculty and academic success.	Niemi		12/13	Restructure Complete August 2013 Assessing changes at end of Fall semester, 2013.
<b>b.</b>	<b>Enrollment Management</b>				
	i. Eliminate VPEM position	Baca		7/13	Position eliminated, all associated contracts complete.
	ii. Charge the directors of admission, financial aid, marketing, institutional research and other relevant stakeholders to create an enrollment management plan and provide the necessary tools for development	EM Team	Identify alternative use of VPEM funds.	12/13	Plan underway, set for Budget Committee discussion December 12.
	iii. Charge the director of marketing to deliver an institutional marketing plan that supports the enrollment management plan	Barker		12/13	Plan underway, set for November campus convocation on November 21, to be followed up with a feedback session on Dec. 3 to be presented to Board December 13.

## 2. Restoring Communication and Collaboration within Decision-Making

No.	Task or Activity	Responsibility	Resources	Date Due	December 2013 Update
<b>a.</b>	<b>Regular, consistent communication from the senior leadership team</b>				
i.	Provide regular communications to campus, informing faculty/staff on progress of goals and updating them on important initiatives	Cabinet		On-going	Updates have been provided regarding the Action Plan, Presidential Search, Enrollment, Board Values and Board scheduled discussion topics.
ii.	Develop a coordinated program of University outreach, including such efforts as editorials, stakeholder-specific communiques, and occasional letters	Cabinet, Barker		On-going	Mountaineer Musings distributed 9/13. CB News and Gunnison Times Editorials printed regarding the Action Plan.
iii.	Create opportunities for regular, meaningful interaction between the president/cabinet and various campus departments and/or staff	Cabinet		On-going	Cabinet is meeting with individual departments requesting feedback.
iv.	Identify and hold topic-driven convocations	Baca		TBD	Convocation held on August 29th RE: Action Plan, November 21 <sup>st</sup> regarding the Marketing and Enrollment Plans
<b>b.</b>	<b>Fostering formal and informal collaboration within and between departments</b>				
i.	Ensure campus collaboration in the development of important University initiatives such as the enrollment management and marketing plans	Cabinet, Gaubatz, Barker, Driver, Martinez		11/13	Campus convocation 11/21 and 12/3 to be scheduled during the fall semester regarding both plans.
ii.	Develop processes to gather feedback on implementation of programs such as the first-year and sophomore experiences in order to improve program delivery	Niemi, Pierson		3/14	New student orientation evaluations completed 8/13. Outreach to University community on Sophomore Experience completed 10/13. First Year Seminar evaluations completed by 11/13.

<b>c.</b>	<b>Reassess Board agendas to ensure effectiveness and fulfillment of statutory obligations</b>				
	i. Discuss meeting schedule and activities and adjust the meeting calendar as needed	Baca		9/13	Meeting agendas and schedule revised; list of discussion topics identified.
	ii. Develop a new Board member orientation program	Cabinet		2/14	Discussion topic at February BOT meeting.
	iii. Develop venues for Board engagement in the implementation of this plan	Baca		On-going	Many discussion topics at BOT meeting relate to initiatives in the Action Plan. BOT involvement in agenda and schedule revisions have allowed for more Trustee engagement in campus activities.
	iv. Provide regular communications to the Board	Baca		On-going	Regular email updates provided.

### 3. Building Strong and Positive Internal and External Relationships

No.	Task or Activity	Responsibility	Resources	Date Due	December 2013 Update
<b>a.</b>	<b>Strategic involvement with key external groups/initiatives</b>				
i.	Identify important local initiatives in areas such as economic development and cultural vitality and ensure active University representation in such initiatives	Cabinet		12/13	A list of involvement on internal and external Boards and Commissions is currently being developed.
ii.	Provide city council and BOCC with occasional campus updates and open lines of communication on important projects and identify areas of collaboration	Baca		On-going	Staff has offered to attend County Commissioner and City Council and Staff meetings as topics of mutual interest arise. An example of success thus far would be the City's contribution to the YouTube advertising campaign.
iii.	Invite city council and BOCC to attend Board meetings.	Baca		10/13 and 12/13	Invitation to attend BOT meetings along with our schedule/topics and BOT Values and Action Plan delivered in October to both County and City leadership. Target December BOT meeting for interaction with local elected officials.
<b>b.</b>	<b>Western State Colorado University Foundation</b>				
i.	Include as a stakeholder the Foundation Board of Directors and Executive Director in discussions around University strategic initiatives and priorities	Board/ Cabinet		On-going	Two foundation Members are currently participating the Presidential Search Committee, Chairman Wheeler has held several individual meetings and staff is finalizing PLRM business plan in collaboration with Advisory Board. Board discussion on WSCU Foundation scheduled for October.

	ii.	Develop or reassess guidelines to giving to ensure alignment of donor expectations in program involvement with preservation of Board authority over University operations and the principles of academic freedom	Baca/ Burggraf		2/14	Discussion topic at October BOT meeting. Developing a process for prioritizing projects internally.
	iii.	Where applicable, collaborate in the determination of appropriate structure, responsibilities and membership of advisory committees	Board/ Cabinet		On-going	
<b>c.</b>		<b>Statewide involvement and re-engagement</b>				
	i.	Develop a legislative agenda that is proactive, which may include, but not be limited to, involvement with pending teacher education initiatives, a response to the community college four-year degree authorization initiative and a Quigley Hall funding strategy	Board/ Cabinet	Potential contribution to Quigley Project	12/13	Met with State legislators in October. JBC and CDC hearings occur in December. Working with lobbyist to develop a plan for remediation, and capital funding.
	ii.	Ensure focused and active involvement in various statewide groups to promote and/or protect Western's interests in areas such as master plan implementation, performance contract metric development, admission policy revisions and funding allocations	Board/ Cabinet		On-going	A list of involvement on internal and external Boards and Commissions is currently being developed. <ul style="list-style-type: none"> <li>- Ongoing participation by Niemi in Statewide Remedial Task Force</li> <li>- Giving feedback on New Admissions Policy</li> </ul>

## 4. Creating a Culture of Shared Stewardship and Accountability

No.	Task or Activity	Responsibility	Resources	Date Due	December 2013 Update
a.	Engage faculty and staff around questions of improvement of educational experiences for students, reputation, marketing, and private partnerships and provide them the tools and environment to be innovative				
	<p>i. Continue work on improving current academic programs and building new programs that support strategic goals, including two new graduate programs and creating a strategic plan to build the reputation of the business program and restore enrollment</p>	Niemi		On-going	<p>-Chairs/Directors discussed potential revisions on goal setting in relation to last academic program reviews to close loop on assessment with current programs; chairs will report back to Niemi as they engage disciplines</p> <p>-New Graduate Programs entering Faculty process: MA in Creative Writing; MA in Health Education; MS in ESS; MA in Gallery Management (on hold until Spring)</p> <p>- MEM is fully accredited; the first cohort of students is being recruited, and two faculty searches are underway for the program to begin in July, 2014.</p> <p>-Charged BUAD faculty to develop a strategic plan by November to assess a school of business, student fees, accreditation, graduate programs, strategic enrollment plan.</p> <p>- BAE Chair beginning work on a white paper to develop a school of business</p>
	<p>ii. Support innovation through the provision of reassign time for faculty and professional development for administrative/support staff</p>	Niemi	\$25,000 for reassign time; potential investment in PAF	On-going	<p>-E-mail to faculty, announcement in Chairs and Senate inviting proposals for new undergraduate programs with reassign time incentive</p> <p>-E-mail to faculty, announcement to Chairs and Senate with grant incentive</p>

					for faculty - Twelve proposals submitted to VPAA by faculty on 11/22; under review
	iii. Develop processes to achieve goals within Western's performance contract, including areas of student completion and retention	Cabinet, EM Team	.1 reassign time to Triesman for data mining study	On-going	-Doug Driver and Zach Triesman are working on a study for Dale G. that identifies most important variables for recruitment [including underserved populations] and retention [toward improved graduation rates]. Western Retention Team will begin meeting in January 2014. - Data group discussing how data can be used.
	iv. Create an administrative structure for graduate programs that will enhance marketing efforts and provide for better tracking of key program metrics	Niemi		3/14	-Team is in place and developing metrics - First priorities being discussed include accounting structures and budgetary planning
	v. Develop a strategic plan aimed at internationalization in order to make study abroad an achievable possibility for our students and provide foreign students the experience of a Western education	Niemi		3/14	-Team is being developed to write strategic plan involving restructuring of student services to promote student educational travel and hosting foreign students at the University for educational purposes - Education and visa process has been restructured; SEVIS authorization for graduate programs has been procured; SEVIS authorization to be expanded to include short-term and exchange visas -International courses being developed for next year - Contract with ARAMFO to host Arab Students on campus, August, 2014
	vi. Enhance Career Services through an internship center that will help students build a bridge from major to career	Niemi	1.0 FTE reallocated (.5 from Registrar and .5 from Enrollment Services)	3/14	-Initiative being studied by Terry Schliesman and Mariah Green; currently doing interviews across faculty -Proposals for staffing being assessed - Draft of internship report turned into VPAA 11/27; under consideration.

					- New position search pending to support internship center and career services
	vii. Implement the new state policy on remediation, Supplemental Academic Instruction (SAI)	Niemi		3/14	-Team is in place, led by Terry Schliesman to implement; awaiting cut scores from state taskforce; team met on 10/10/13 - Team met twice in November; cut scores and secondary assessment determined - Draft of SAI request to DHE completed for authorization to receive COF funds for SAI courses.
<b>b.</b>	<b>Create a process to prioritize initiatives consistent with University's strategic needs</b>				
	i. Charge a group of University stakeholders to: 1)review existing slate of important initiatives, 2) identify other strategic needs and initiatives and 3) develop necessary steps for implementation, including resource assessment	Cabinet		3/14	-Draft List of Programs and Projects Developed and shared with Budget Committee in October
	ii. Work with the Board and other key stakeholders to develop a framework to assess and prioritize initiatives and identify appropriate paths for implementation which might include Foundation support, reserve use or other innovative strategies	Cabinet		3/14	-Framework for assessment being developed by cabinet
<b>c.</b>	<b>Implement the Higher Learning Commission (HLC) continuous improvement processes</b>				
	i. Create team to implement HLC "Open Pathways" accreditation	Niemi		On-going	-Team has been developed by Claudia Tomany and Kevin Nelson - Assessment will be a priority for mid-managers in all units; professional development around assessment planned

					-Team members will attend HLC Conference in Chicago.
	ii. Review self-study for acknowledged areas of improvement and begin to identify paths for implementation	Niemi		On-going	--Academic Affairs and HLC team will continue to assess self-study recommendations; implementation of the following recommendations has begun: - streamline pre- and post-award processes for grants - improve Library support for graduate programs - institution-wide discussion of General Education philosophy, including development of a faculty committee to lead this process - Greater support for online teaching: hiring of a director of online learning; development of institutional quality standards; revision of existing courses through grant