

STRATEGIC ACTION PLAN

How will PLU become a more proactive, responsible and sustainable learning community?						
				End Date	Responsibility	Measurement
1.1	Build a sustainable model for study away	1.1.1	Evaluate pricing structure and Wang Center budget model	J-term 2018	Mike	aid will be reduced dollar for dollar for students attending approved programs that are less expensive than PLU
		1.1.2	Evaluate financial aid	J-term 2018	Mike	Ongoing as part of SEMAC, BAC, and Norris Peterson's phased retirement
		1.1.3	Review curricular options in light of above information	Spring 2018	Joanna G. with GEC	
		1.1.4	Evaluate role of international recruitment/admission in study away efforts	AY 2018-2019	Joanna G. and Mike	Ongoing; conversation preliminary at this point
1.2	Evaluate and propose future dean structure	1.1.5	Develop a comprehensive marketing campaign for Gateway Programs	Spring 2018	Lace	
		1.2.1	Review alternative models	Spring 2018	Joanna G.	
		1.2.2	Work with Faculty Governance...	Spring 2018	Joanna G.	
		1.2.3	Bring any proposed changes to Faculty Assembly	Spring 2018	Joanna G w Fac Affairs	
		1.2.4				
		1.2.5				
1.3	Implement a model for graduate program development and recruiting	1.3.1	Review alternative models	AY 2018-2019	Joanna G. and Mike	
		1.3.2	Pick up pieces after FJC	Spring 2018	Joanna G. and Mike	
		1.3.3	Continuing Education			
		1.3.4				
		1.3.5				
1.4	Implement key priorities for Nursing	1.4.1	Achieve state certification requirements	December 2017	Kris and SoN	Certification achieved.

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						Complete and ongoing; SoN will enroll 50 first year students as conditional admits for Fall 2018 to help reduce the number who are not conditionally admitted; evaluation of practice will happen in the fall
		1.4.2	Implement an effective admissions process	December 2017	Mike and SoN	
		1.4.3	Complete phase two facilities improvements	Fall 2017	Facilities Mngmt.	Completed in September 2017.
		1.4.4	Complete phase three facilities improvements	Fall 2018		
		1.4.5	Develop a classroom utilization plan	December 2018	Kris and REGI	
		1.4.6	Review effectiveness of hiring processes for contingent faculty	Spring 2018	Joanna G. and Kris and Teri	
1.5	Accept, review and implement Faculty Joint Committee recommendations	1.5.1	Review and understand provisional recommendations	early Fall 2017	Joanna G. and Allan	Completed
		1.5.2	Provost's review and recommendation of proposals	Fall 2017	Joanna G.	Completed
		1.5.3	President's review and recommendation to BoR	Fall 2017	Allan	Completed
		1.5.4	Work with deans, associate provosts, academic advising to implement revised curricula	Spring 2018	Joanna G.	
		1.5.5	Task Gen Ed Council with review and recommendations of Gen Ed curricula	Spring 2018	Joanna G.	
1.6	Implement a model for continuous improvement	1.6.1	Academic Program Review policy, procedure and timeline	Spring 2018	Joanna G. and deans	
		1.6.2	Non-academic business review policy and procedure		Allan, Teri, Steve	On-going; Center for Student Success Phase II completed; working on additional components including relocation and formal descriptions of work for the center.
		1.6.3	Review of academic support services	Spring 2018	Joanna G., Kris, CSS	

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						Program reviews initiated in fall 2014 with a formal rotation, schedule, and interim reporting expectation fully in place in spring 2018
		1.6.4	Formalize schedule and process for co-curricular program review	Spring 2018	Joanna R-D	
		1.6.5				
1.7	Establish fundraising priorities for the interim leadership period	1.7.1	Draft priorities for PC endorsement that correspond to the two year strategic plan.	Fall 2017	Dan	Complete
						Completed and ongoing. Two meetings (Sept. 2017 and Jan. 2018). Ongoing work with next meeting April 11, 2018.
		1.7.2	Convene Campaign Planning Taskforce to assess and prioritize interim campaign priorities	Fall 2017	Dan	
		1.7.3				
		1.7.4				
		1.7.5				
						Complete and ongoing; SWOT conducted and KPIs established; work groups are collecting data and recommending strategies around five areas of focus; full plan will be presented to BOR at Fall 2018 meeting
1.8 Develop a strategic enrollment plan		1.8.1	Phase 1: Establish KPIs, collect data, and conduct SWOT analysis		Mike and SEMAC	
		1.8.2	Phase 2: Form subcommittees to develop strategies and tactics; conduct ROIs			
		1.8.3	Define and establish priority for high-impact scholarships			
		1.8.4	Phase 3: Establish goals; write plan			
		1.8.5	Phase 4: Implement plan and process for monitoring and evaluating progress			
1.9	Implement purposeful talent development	1.9.1	Cultivate academic leaders through chair development	AY 2017-2018	Joanna G.	
		1.9.2	Conduct regular evaluations of non-faculty	AY 2017-2018	Teri and all PC	

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		1.9.3	Continue Staff Leadership Seminar program	Fall 2017	Teri	2017 cohort finished in December; complete
		1.9.4				
		1.9.5				
1.1	Implement a management reporting system in support of LCM	1.10.1	RFP for services	Dec 2017	Allan 2.0	
		1.10.2				
		1.10.3				
		1.10.4				
		1.10.5				
1.11	Build an effective Institutional Research model	1.11.1	Assess institutional priorities		Joanna G. + ?	
		1.11.2	Assess capacity of current model in light of priorities		Joanna G. + ?	
		1.11.3	Consider accreditation needs of academic units		Joanna G. + ?	
		1.11.4				
		1.11.5				
1.12	Tend to systemic trust and morale issues	1.12.1	Create Faculty-Staff Support and Wellbeing Team	Fall 2017	Joanna G. + Teri	Team is formed and functioning; complete Created new employee welcome page; complete
		1.12.2	Create web page for honoring those coming to PLU	Fall 2017	Teri	
		1.12.3	Seek feedback from FEC and PLU Staff Council r.e. Program Leaders' format/content	Spring 2018	Teri (for PLUSC)	
		1.12.4	Conduct open leadership forums throughout the year.	2017-18	Allan and Joanna	
		1.12.5	Formalize leadership visit and engagement plans.	Fall 2017		
		1.12.6	Develop and implement a consistent change management process			
1.13	Develop and implement a coherent plan for non-traditional students	1.13.1	Recruitment		Mike	
		1.13.2	Academic support	Spring 2019	Kris and CSS	response to assessment findings and infrastructure and programming to continue through 2018
		1.13.3	Belonging	Spring 2019	JRD	
		1.13.4				
		1.13.5				
1.14	Recommend Board and Corporation review and restructure	1.14.1	Review AGB recommendations from Spring 2017		Joanna G. and Vicky	
		1.14.2				
		1.14.3				
		1.14.4				
		1.14.5				
How do we effectively respond to the data we have and what we know about student persistence and retention to improve student outcomes?						
				End Date	Responsibility	Measurement

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2.1	RSP: Roll out a fully functioning student care network	2.1.1	Promote Student Care Network to entire campus	12/31/2017	Kris, Eva Frey	Completed and o
						changes incorporated into SCN management for Spring 2018. See SCN end-of-term (Fall 2017) report
		2.1.2	Evaluate work of the CSN	5/31/2018	SCN Team	
		2.1.3	Recommend any organizational changes/personnel changes if required	8/31/2018	SCN Team	
		2.1.4				
		2.1.5				
2.2	RSP: Center for Student Success	2.2.1	Complete Phase 1	12/31/2017	Kris, Amy-Stewart-Mailhiot	Completed
		2.2.2	Articulate Future Phases	12/1/2017	Phase 2 Team, Kris	Completed
						Vision document begun. Waiting on design and cost analysis. Initial funding identified (DL).
		2.2.3	Identify funding needs and sources. Define measurements.	1/31/2018	Phase 2 Team, Kris	
		2.2.4	Fully functioning Center for Student Success	6/1/2019		
		2.2.5				
2.3	Fully implement Retention Strategic Plan	2.3.1	Identify timeline for implementation	5/31/2018	Kris, ARTS Comm	
						Completed; Strategic Plan updated.
		2.3.2	Review progress made and what is doable in AY 2017-2018	12/31/2017	Kris, ARTS Comm	
		2.3.3	Analyze measures to determine new/changing priorities	8/31/2018	Kris, ARTS Comm	
		2.3.4				
		2.3.5				
2.4	RSP: Implement academic coaching model	2.4.1	Soft Rollout with selected population (50 max)	12/31/17	Kris and CSS	Completed.
		2.4.2	Determine population to be offered coaching after Fall 17 (based on academic standir	1/31/18	CSS, ARTS Comm, Kris	Completed.
		2.4.3	Review results of coaching	6/30/18	CSS, ARTS Comm, Kris	
		2.4.4	Determine number of coaches needed and identify coaches	7/31/18	CSS, ARTS Comm, Kris	
		2.4.5	Fully operational model for Fall 2018 including possible pricing/fees	8/31/18	CSS, ARTS Comm, Kris	
2.5	Articulate vision and plan for alumni and student engagement	2.5.1	Draft functional org chart and staffing plan for feedback.	August 2017	JRD and Dan	Complete
		2.5.2	Present draft future state for feedback and endorsement to PC	Sept 2017	Dan and JRD	Complete
		2.5.3	Present draft future state for feedback and endorsement to Alumni Board.	Oct 2017	JRD and Dan	Complete
						have begun process. Waiting for PC conversaiton, scheduled for Speing 2018.
		2.5.4	Identify physical location needs and propose plan.	Fall 2017	Dan and JRD	Begun and
		2.5.5	Fully implement, with milestones for ongoing review and refinement.	Spring 2018	JRD and Dan	ongoing.

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2.6 Establish high-priority 3rd space facilities		2.6.1	Review spaces and develop plan	By spring 2018	JRD and Erin McGinnis	Began and ongoing. Interacts with SEMAC working group and emerging strategic initiatives.
		2.6.2	Prioritize spaces for internal and external funding.	By summer 2018	Allan and PC	
		2.6.3	Achieve 90% of student focused buildings with purposeful 3rd space investments	By spring 2019	Allan, JRD, Erin, building leads	
		2.6.4				
		2.6.5				
2.7	Fill previously approved position for Dean for Inclusive Excellence	2.7.1	Hire Dean for Inclusive Excellence	Aug 2017	Joanna G.	
		2.7.2	Define parameters and responsibilities of the Dean for Inclusive Excellence		Joanna G.	
		2.7.3	Leverage this position to assist with adding diversity to our faculty hires		Joanna G, Teri, UDC	Work has begun and will continue
		2.7.4				
		2.7.5				
2.8 Roll-out 'Academic Homes' concept		2.8.1	Roll-out concept at Fall Faculty Conference	8/31/2017	Joanna G. and ARTS	
		2.8.2	Assess interest and support needed for those units that wish to create	12/31/2017	ARTS Comm	
		2.8.3	Review impact of work done	12/31/2018	ARTS Comm	
		2.8.4	Determine if concept should be rolled out to all academic units and what support/requirements that would entail	05/31/2019	Joanna G. and ARTS	
		2.8.5				
2.9	Articulate and expand vision of vocation	2.9.1	Articulate vision and priorities for vocational formation at PLU.		Sergia, Marit, Laree, Mary D.	
		2.9.2	Explore external funding opportunities to more fully realize vision.			
		2.9.3	Realign convocation leadership with Wild Hope		Sergia Hay	
		2.9.4	Revise First Year programs and design sophomore year programs that are developmentally responsive and promote engagement	Pilot J-Term and spring 2018	JRD and Laree Winer	In progress
		2.9.5				
2.10 Achieve sustained growth in on-campus residential students		2.10.1	Conduct program review for housing and residential life.	spring 2018	JRD	In progress
		2.10.2	Conversations with builders/potential investors		Allan	
		2.10.3	Complete feasibility study	spring 2019	JRD and Allan	
		2.10.4				
		2.10.5				
2.11	Develop improved "Lutheran Education 101" orientation	2.11.1	For faculty	Fall 2017	Joanna G. with Chair of Lutheran Studies	
		2.11.2	For staff	Fall 2017	Teri with Chair of Lutheran Studies, Jen Rude	Chair of Lutheran Studies will present at Development Day; plans in development for expanded onboarding

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		2.11.3	For students	By summer 2018	JRD with Chair of Lutheran Studies and Director/Assoc Dir. Center for Vocation	
		2.11.4				
		2.11.5				
2.12	Develop and initiate plan for Health & Counseling Center(s)	2.12.1	Research staffing models for Counseling Center that meet priority of expanding culturally responsive services and increased student demand (Program Review) Collaborate with UWT and UPS to secure MOUs with local hospitals that allow purposeful coordination of care	By spring 2018	JRD, Teri, and PC	Complete
		2.12.2	Design staffing model for Counseling Center that meets priorities and make related determinations about leadership	Summer 2018	JRD and Elizabeth Hopper	
		2.12.3		Spring 2018	JRD, Teri, and PC	Complete
		2.12.4				
		2.12.5				
2.13	Develop comprehensive solution for campus event curation and coord.	2.13.1	Form taskforce to explore challenges and opportunities.	Fall 2017	Lace and KP	Task Force meeting.
		2.13.2	Benchmark solutions from other Universities.			
		2.13.3	Propose range of solutions to PC			