



Superior Education, Superior Experience, Superior You

Agenda Item #1: University Strategic Plan, 2020 - 2025

Information

Action

Discussion

Purpose:

On March 12, 2020, a draft 2020-2025 University Strategic Plan was presented to the Board of Trustees. Since the plan had been formally presented, all board members provided feedback and various edits for the plan.

A revised strategic plan is being presented for approval. Additionally, a prioritization of the various initiatives, and student enrollment and budget projection for the plan is also presented.

Background:

In May of 2019, the Board of Trustees directed President Rodney Hanley to lead the creation of a new University Strategic Plan. To get started, Dr. Hanley proposed two broad philosophical questions and seven themes at the 2019 Faculty and Staff Convocation. The philosophical questions were, “What will it mean to be a great public university in a changing world?” and “How will LSSU uniquely embody this greatness?” Dr. Hanley then appointed a Strategic Planning Committee to begin the process of drafting a new five-year plan. The committee members were:

Michael Beazley, Dean of Student Affairs
Jason Garvon, Professor of Biology, Faculty Association President
Kimberly Muller, Dean of the College of Innovation and Solutions, Committee Chair
Janine Murray, Academic Assistant for the Lukenda School of Business
Stephanie Roose, Admissions Recruiter and International Specialist
Katelyn Smith, Student Government President
Alexandra Van Doren, Academic Librarian

The committee held listening sessions to give voice to multiple constituencies in the new Strategic Plan. These constituencies included students, faculty, staff, Tribal Leaders, advisory boards, alumni, and community members. An online survey was created to allow for anonymous input, and received 30 responses. Thirty-five sessions were held with a total attendance of over 300 people. The sessions were facilitated to focus on the future of the university and the directions needed to achieve a prosperous future.

This resulting strategic plan represents broad input from across the campus community. The committee was given latitude to modify, delete, or add to the strategic pillars, which they did. They then identified goals and key strategies within each of the pillars based on input from

listening sessions. A draft document was then sent to the President and Senior Management Team for their review, input, and approval. The resulting plan was then presented to the University Board of Trustees for final review and approval. The Board provided numerous suggestions. Significant changes made to plan, including:

- 1) The concept of ‘social mobility’ was drawn out in greater detail in order to emphasize one of the primary strengths of the university. Additionally, the concept of ‘diversity’ was broadened to include ideas, ideologies, economic income, etc. Pages 8 and 12.
- 2) An examination of the organization of Foundation was included with the intent to maximize fundraising success. Section 3.2.14.
- 3) Canadian-specific recruiting and requisite goal was separated from other international recruiting. The university’s close proximity and close relationship to Canada, and specifically Sault Ste. Marie, Ontario, necessitates separating out this marketplace from other international recruiting areas. Sections 1.2.4 and 1.2.5.
- 4) The community college initiative was clarified as a separate entity from the university.
- 5) The formation of a new program in American Studies was maintained, but an emphasis in the history of the Great Lakes Region and Native American history and culture was added. There are very few universities in the US that could be said to have a strength in Native American culture and history. Over time, there is an opportunity for LSSU to become a national leader in this area. Section 2.5.6.
- 6) Formation of a Crisis Management Plan is included, with an emphasis on infectious diseases and global pandemics. The global pandemic that we are all currently experiencing necessitates inclusion of such a plan. Section 3.1.7.
- 7) Developing a recruiting plan from our charter schools is included. Section 4.4.2.
- 8) Specifically highlighting efforts and accomplishments around sustainability is now included in the plan. Section 5.3.6.

Conclusion:

Lake Superior State University is committed to providing students with a quality education through student-centered instruction that prepares them to meet today’s workforce needs. Our value proposition is that we facilitate upward social mobility at a comparatively low cost. We realize that students are increasingly concerned with student debt. To that end, we commit ourselves to providing students with experiential learning activities using well-trained, caring faculty and staff, while also making efforts to maintain low operational expenses.

We are also committed to our promise to students: **Superior Education, Superior Experience, Superior You.** Through both curricular, co-curricular experiences, and extracurricular experiences, we train students to think critically, communicate effectively, and display professional and ethical behavior. We believe that these experiences transform students and instill in them the knowledge, skills, and self-confidence to persist in their educational pursuits toward their long-term goals. The University 2020 - 2025 Strategic Plan captures our promise to students.

Suggested Action/Motion:

WHEREAS, “Superior Education, Superior Experience, Superior You” was the culmination of the university’s long-range planning process that explored the implications of global interdependence, social mobility, and institutional innovation; and

WHEREAS, during his address in the Faculty and Staff Convocation in August 2019, President Rodney Hanley proposed numerous broad themes and two broad philosophical questions under which to build a new university strategic plan, including “What will it mean to be a great public university in a changing world?” and “How will LSSU uniquely embody this greatness?”; and

WHEREAS, Lake Superior State University is committed to our promise to students: Superior Education, Superior Experience, Superior You through both curricular, co-curricular experiences, and extracurricular experiences, the university trains students to think critically, communicate effectively, and display professional and ethical behavior, and that these experiences transform students and instill in them the knowledge, skills, and self-confidence to persist in their educational pursuits toward their long-term goals; and

WHEREAS, Superior Education, Superior Experience, Superior You forms the foundation of a continually evolving strategic plan to guide and measure the university’s direction forward; and

WHEREAS, led by a Strategic Planning Committee, the strategic planning process began officially in the fall of 2019 and continued throughout the 2019-20 academic year with broad input from the campus community through thirty-five listening sessions that gave voice to multiple constituencies, including students, faculty, staff, Tribal Leaders, advisory boards, alumni, and community members.

NOW, THEREFORE, BE IT RESOLVED that the Lake Superior State University Board of Trustees adopts the new strategic plan for the university entitled “Superior Education, Superior Experience, Superior You,” and the mission statement, vision statement, core values, strategic priorities, and initial metrics and milestones incorporated therein, effective immediately, and endorses a culture of continual planning; and

BE IT FURTHER RESOLVED that the President or his designee(s) will develop a dashboard with appropriate metrics and report regularly to the Board of Trustees on progress towards achieving milestones and will propose new and/or revise existing strategic priorities, metrics and milestones that may emerge as part of the continual planning process.

PRESIDENT’S RECOMMENDATION:

That the new strategic plan, “Superior Education, Superior Experience, Superior You,” be adopted immediately, and that the President or his designee(s) will provide regular progress reports to the Board of Trustees beginning in May of 2020.



**Superior Education, Superior
Experience, Superior You**

STRATEGIC PLAN

2020 - 2025

MARCH 2020



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STRATEGIC PLAN

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We at Lake Superior State University view the next five years as a pivotal period of the University's history. In light of the changing demographics in Michigan and in the U.S. as a whole, we realize that in order to thrive our University must be nimble, bold, and support a positive forward-thinking culture. In the Strategic Plan that follows, we not only accept that change is occurring, we willfully and enthusiastically embrace the inevitability of change and seek to become its catalyst. The pillars of the Strategic Plan are aspirational in nature and some of the goals will take years to achieve. We also recognize that strategic planning is not a single point in time but instead a continuous and evolving process.

Our primary role as a University is education. Our primary tool is quality teaching and learning. To be a world-class university in a changing world we must recognize our strengths, tackle our weaknesses through systematic continuous improvement, and welcome a culture of transformation. Therefore, with every goal we have asked ourselves "how will this goal positively affect student learning, provide them with needed resources, or later enhance their quality of life?"

Mission

We equip our graduates with the knowledge, practical skills, and inner strength to craft a life of meaningful employment, personal fulfillment, and generosity of self within an inclusive atmosphere, all while enhancing the quality of life of the Great Lakes region and the world.

Vision

We believe in an innovation-driven, transformative education for all. We identify potential, enable success, drive social mobility, and develop students into professionally prepared graduates who excel locally, nationally and globally.

Core Values

- **Excellence in Teaching and Learning:** Student learning is our first priority and focuses on providing student/faculty interaction, learning, and research in current, relevant programs.
- **Opportunity:** Students have a wide range of opportunities to grow academically, professionally, culturally and socially. Opportunities are provided via work-study assignments, student organizations, internships, community outreach and leadership.
- **Diversity:** Students experience a campus community environment that is inclusive and welcoming.
- **Ethics and Values:** The University promotes an environment that values freedom of expression, the pursuit of truth, honesty, openness, and courteous behavior where everyone is treated with respect.
- **Stewardship:** LSSU provides a framework in which to leave the university and region financially and environmentally sound for future generations of LSSU students, alumni, and friends.

Process

In August of 2019, the Board of Trustees of Lake Superior State University directed President Rodney Hanley to lead in the creation of a new Strategic Plan. Dr. Hanley proposed two broad philosophical questions and seven themes at the Faculty and Staff Convocation. The philosophical questions were, “What will it mean to be a great public university in a changing world?” and “How will LSSU uniquely embody this greatness?” Dr. Hanley appointed a Strategic Planning Committee to begin the process of drafting a new five-year plan. The committee members were:

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This document truly represents broad input. The committee was given latitude to modify, delete, or add to the strategic pillars, which they did. They then identified goals and key strategies within each of the pillars based on input from listening sessions. A draft document was then sent to the President and Senior Management Team for their review, input and approval.

Executive Summary

Lake Superior State University is committed to providing students with a quality education through student-centered instruction that prepares them to meet today’s workforce needs. Our value proposition is that we facilitate upward social mobility at a comparatively low cost. We realize that students are increasingly concerned with student debt. To that end, we commit ourselves to providing students with experiential learning activities using well-trained, caring faculty and staff, while also making efforts to maintain low operational expenses.

We are also committed to our promise to students: **Superior Education, Superior Experience, Superior You**. Through both curricular, co-curricular experiences, and extracurricular experiences, we train students to think critically, communicate effectively, and display professional and ethical behavior. Engaging in on-campus residential and extracurricular activities enhances the overall student experience, enriches students’ learning, and creates constant moments of encounter and interaction with new worldviews, backgrounds, and perspectives. We believe that these experiences transform students and instill in them the knowledge, empathy, skills, and self-confidence to persist in their educational pursuits toward their long-term goals.

The Strategic Plan contains five pillars and three overarching themes. The three overarching themes are **Global Interdependence**, **Social Mobility**, and **Innovation**. Strategic actions arose frequently in these three areas. Further, these three areas overlap each of the pillars of the Strategic Plan. As such, we believe our Core Values will aspirationally lead to strategic actions over the five-year period of this Strategic Plan. Therefore, we will refer to them as **Aspirational Values**. Each pillar and aspirational value should also be viewed through the lens of **Excellence in Teaching and Learning**, with recognition that not all learning happens in the classroom.



Aspirational Values

Global Interdependence – As part of a global society we promote and celebrate exchange among world cultures through international student recruitment, on-campus support for international students, and promotion of opportunities abroad for students, faculty, and staff. Thus, we bring LSSU to the world and the world to LSSU.

Social Mobility – At LSSU, we are committed to equal access to higher education opportunities that lead to social mobility. LSSU’s supportive, personalized, and welcoming atmosphere particularly benefits first-generation students and those from diverse socioeconomic backgrounds. As one of the few four-year universities in Michigan that grants associate degrees, we are uniquely poised to serve students through the Tuition Incentive Program (or TIP) funding, while facilitating a smooth

transition from an associate degree to a bachelor's degree with guaranteed application of all credits. We are committed to providing resources to students that lead to their success.

Innovation – LSSU embraces innovation as an aspirational value. Given demographic, political, technological, and policy shifts affecting higher education, the University cannot – and *will* not – stand still. Innovation in the context of this strategic plan means we will unveil new academic programs and enact new processes and methods of teaching; develop new enrollment-driven initiatives; enrich the student experience with both tradition and bold new efforts that enhance the overall student experience; and enhance support networks and interventions for student success. Our innovative process will rely on a strong culture of assessment and data-informed decisions to drive student success and University growth.

The Strategic Plan

There are five priorities of the Strategic Plan that have been designated as **pillars**:

1. Student Learning and Development;
2. Diversity, Inclusion, and Belonging;
3. Fiscal Resilience and Operational Excellence;
4. Community Partnerships and Engagement; and
5. Sustainability.

Each of these contains a clarifying description below as well as goals and key strategies.

1. Culture of Student Learning and Development

Students coming to Lake Superior State University enter a Culture of Student Learning and Development. They become part of an environment that supports, challenges and transforms them. In this culture, we acknowledge that learning and development occur in the traditional academic settings of the classroom, the laboratory, and the library; but they also occur in the residence halls, in community spaces, and at a Lakers athletic events. Through curricular, co-curricular, and extracurricular experiences, students develop skills that transform them and set them on an upward social mobility trajectory. They are ready to excel in the jobs of today and have the training to keep them competitive in a rapidly changing, globally interdependent arena.

Transformation at LSSU is not reserved solely for students. Just as students are transformed by their education and LSSU experience, so too are their educators transformed by their faculty development and formation, research, and conference attendance. The constant evolution that occurs with comings and goings of students oblige the University, its faculty, and staff to adapt and respond to student needs, community needs, and emerging market trends to develop professionally prepared graduates who excel locally, nationally, and globally.

Goal 1.1 Revitalize and supplement academic offerings that respond to student needs and promote transformational growth.

Strategies:

- 1.1.1 Analyze, assess, and refresh traditional general education and liberal arts courses to accentuate their intrinsic value and add appeal and relevancy to current students.
- 1.1.2 Add new academic programs and delivery methods for certificates, associates, and baccalaureate degrees that meet student and market needs for traditional and nontraditional students in the LSSU broader service region.
- 1.1.3 Pursue the establishment of a community college as a separate entity within LSSU that serves vocational and technical education.
- 1.1.4 Expand and leverage the identity and successes of the Center for Freshwater Research and Education through the addition of new academic programming within it.
- 1.1.5 Expand programming related to cannabis to position LSSU as a national leader of academic inquiry in the cannabis industry.
- 1.1.6 Enhance a culture of cyclical and systematic assessment to drive continuous improvement and innovation in curricular, co-curricular, and extracurricular programs and services.
- 1.1.7 Equip students with information and tools that promote self-advocacy and a growth mindset.
- 1.1.8 Expand career services to create more linkages between academic programming, and internship and job opportunities both in the U.S. and Canada.
- 1.1.9 Increase the number of guest speakers from the business and professional community.

Goal 1.2 Develop a comprehensive internationalization plan that takes LSSU to the world, and brings the world to LSSU.

Strategies:

- 1.2.1 Establish an Office of International Engagement to enhance recruitment of, and support for, international students.
- 1.2.2 Establish educational partnerships with global institutions for study abroad opportunities and faculty exchange.
- 1.2.3 Develop a comprehensive international recruiting plan, and increase the numbers of international students to 10% of the total number of students at the university.
- 1.2.4 Develop a Canadian recruiting plan, and increase the number of Canadian students to 5% of the total number of students at LSSU.
- 1.2.5 Develop a scholarship program targeting Canadian students that addresses cost differential between Ontario and Michigan.
- 1.2.6 Internationalize the academic and co-curricular programs to infuse international perspectives throughout the education experience.
- 1.2.7 Provide a support mechanism for faculty and staff who establish exchange and study abroad opportunities and partnerships with foreign universities or lead service learning or research projects.

Goal 1.3 Increase first-year student retention to 75%, and increase the percentage of entering students who complete an associate or bachelor's degree by 10%.

Strategies:

- 1.3.1 Increase support and services for students who are first-generation, Pell Grant-eligible, veterans, or enter needing developmental coursework.
- 1.3.2 Expand usage of *My Degree Plan* to enhance student academic decision-making and degree-planning.
- 1.3.3 Develop a campus-wide student retention plan.
- 1.3.4 Assess the effectiveness of all developmental and gateway courses, and revise as needed.

Goal 1.4 Provide faculty and staff with support and professional development to strengthen an innovative, world-class learning and development environment that enables success, drives social mobility, and develops students into professionally prepared graduates.

Strategies:

- 1.4.1 Provide professional development to faculty and staff to assist them in keeping current in their respective fields, development of student learning-centered pedagogy, and development in all academic endeavors.
- 1.4.2 Provide sufficient training, technological support, and oversight to ensure quality content and service both on campus and in distance learning environments.
- 1.4.3 Increase participation in Scholarship of Teaching and Learning (SoTL) activities and Faculty Learning Communities.
- 1.4.4 Enhance our academic advising model and training program utilizing best practices that provide access to advising tools.
- 1.5.5 Track, support, and market the use of High-Impact Educational Practices in all academic activities (e.g. first-year seminars and experiences, service learning, undergraduate research, study abroad, and e-portfolios).

2. Diversity, Inclusion, and Belonging

Lake Superior State University celebrates its diverse community and is committed to promoting a culture of inclusion and belonging. Our diversity reflects the many ways in which individuals and communities uniquely identify – socioeconomic, first-generation status, veteran status, religious, racial, sexual orientation, ethnic, or political – contributing distinct and valuable experiences and perspectives to the makeup of the university. Everyone should have equal possibility to find their place at LSSU, to feel like they belong, and to have a shared Laker identity. The University's belief in inclusion reflects the manner in which individuals with different backgrounds are incorporated and valued within educational and civic discourse. We respect and celebrate the uniqueness of the students, staff, and faculty that comprise our community, and acknowledge our responsibility to ensure a culturally relevant space where all feel heard and welcomed. Our policies and practices must promote a culture of inclusion-and belonging; they must be person-centered, equitable, and coordinated across campus. We especially

must support, uplift, and empower underrepresented and marginalized groups. Our culture of inclusion and belonging allows us to enrich every pillar of the strategic plan.

Goal 2.1 Integrate and advance the celebration of diversity across the University.

Strategies:

- 2.1.1 Develop a campus-wide Diversity Plan that promotes a culture of inclusion and belonging.
- 2.1.2 Establish and publish a calendar of cultural and historic events, celebrations, -dates, and holidays.
- 2.1.3 Support the creation of additional multicultural or inclusion groups, events, and activities.
- 2.1.4 Create opportunities for open presentations on diversity for students, faculty, and develop a Diversity Speaker Series.
- 2.1.5 Assess the cultural relevance of courses and curricula with the goal increasing cultural literacy.
- 2.1.6 Increase collaboration among student organizations when hosting events with similar themes.
- 2.1.7 Identify and achieve campus-wide diversity recognition from external organizations that highlight success in working with diverse student groups (e.g. Veteran-Friendly School *Gold Level* by the Michigan Veterans Affairs Agency).
- 2.1.8 Create a leadership development program for faculty and staff – in particular women, minorities, and members of underrepresented populations – to provide added opportunity to position themselves for professional advancement within the University.

Goal 2.2 Sustain a university climate that promotes retention and success of students, faculty, and staff; and that makes all feel welcomed, supported, included, and valued.

Strategies:

- 2.2.1 Develop, encourage, and support processes that allow continued dialogue and service to diversity, inclusion, and belonging through academic and culture-based activities.
- 2.2.2 Enhance the physical and technological infrastructure that provides accessibility for all university members.
- 2.2.3 Provide training to faculty and staff around best practices for cultural competencies and accommodated resources to support diverse populations on campus.
- 2.2.4 Create and maintain a website to provide communication for initiatives, successes, and resources around diversity, inclusion, and belonging efforts.

Goal 2.3 Increase awareness of student social mobility and the challenges associated with it, and increase support activities for socioeconomically disadvantaged groups.

Strategies:

- 2.3.1 Increase the number of annual and endowed scholarships targeting students from disadvantaged financial backgrounds.

- 2.3.2 Assess and increase awareness of student food insecurity and maintain a food pantry and professional clothing resource.
- 2.3.3 Increase faculty, staff, and students' involvement in community and civic affairs.
- 2.3.4 Enhance financial literacy education, especially as it relates to student debt.
- 2.3.5 Increase and maintain a funding source for student emergencies.
- 2.3.6 Increase grant support to benefit students from socioeconomically disadvantaged backgrounds.
- 2.3.7 Increase financial training for faculty and staff about challenges related to social and economic mobility.

Goal 2.4 Design activities, themes, and traditions that define what it means to be a Laker, that enhance campus identity, and that build a sense of belonging.

Strategies:

- 2.4.1 Offer and support positive interactions in the classroom, workplace, and campus living spaces to give students, faculty, and staff opportunities to connect and build relationships.
- 2.4.2 Increase communications highlighting successes, accomplishments, and key initiatives of students, faculty, staff, and alumni across multiple platforms and when possible invite community participation.
- 2.4.3 Update the University's Style Guide and use of a uniform brand and stylistic approach, including Athletics programs and licensed products.
- 2.4.4 Broaden campus participation at Laker Athletics events.
- 2.4.5 Develop and expand student music opportunities on campus, including the University Pep Band for performances at Laker Athletics events.

Goal 2.5 Incorporate history, traditions, languages, and cultures of Indigenous peoples in all University service areas.

Strategies:

- 2.5.1 Augment the prominence of the Native American Center on campus, in the community, and on a regional and national level through broader programmatic offerings.
- 2.5.2 Increase the number of programmatic offerings and activities in the Native American Center on campus and in the community.
- 2.5.3 Develop and offer Ojibwe language courses on campus including a program that results in a teaching certificate in education.
- 2.5.4 Incorporate the history of Indigenous cultures in general education.
- 2.5.5 Develop an immersive cultural program on campus that promotes Native American historical and contemporary narrative.
- 2.5.6 Establish a new academic program in Native American studies that emphasizes the history of the Great Lakes Region and Native American history and culture.
- 2.5.7 Establish as a graduation requirement for baccalaureate degrees the completion of at least one course with Indigenous cultural content.

3. Fiscal Resilience and Operational Excellence

A strong, stable fiscal position is paramount to the University growing and thriving as a vibrant campus and community, where students pursue their education and where faculty and staff grow in their careers. The choice of the word *resilience* over *sustainability* is purposeful in that we wish to maintain and create systems that can withstand changes and still function efficiently. Operational excellence will require investment in LSSU's human capital, underlying technologies, and campus infrastructure, while addressing budgetary challenges.

Goal 3.1 Ensure individual or aggregated institutional operating units are viable and that LSSU as a whole is financially healthy and resilient.

Strategies:

- 3.1.1 Identify and develop new learner-focused academic programs and delivery methods that will meet local, regional, and larger market demands, while increasing enrollment and net revenue.
- 3.1.2 Evaluate existing academic programs for overall effectiveness, financial viability, and enrollment growth potential.
- 3.1.3 Develop a process for review/assessment that ensures expenditures are aligned with institutionally approved plans (e.g. LSSU Strategic Plan, LSSU Master Plan, Housing Master Plan, and Facilities Master Plan).
- 3.1.4 Ensure that LSSU exceeds the Higher Learning Commission's minimum required Composite Financial Index of 1.0, as determined in the HLC Annual Update.
- 3.1.5 Ensure that LSSU exceeds 3.0 for two of the four financial health ratios for public institutions of higher education as determined by the National Association of College and University Business Officers.
- 3.1.6 Achieve unqualified annual audits for the institution.
- 3.1.7 Develop an institutional crisis management plan, which includes how LSSU will respond to infectious diseases and global pandemics.

Goal 3.2 Expand and diversify university revenue streams.

Strategies:

- 3.2.1 Expand overall university enrollment with a goal of 2,400 students by 2025.
- 3.2.2 Develop an additional location for the University in St. Helen, Michigan focusing on select programmatic offerings and general education.
- 3.2.3 Develop a Club Sports initiative that focuses on available athletics facilities and newly recruited students.
- 3.2.4 Promote and develop a unit of the University as a Community College, which focuses on trades and vocational programs.
- 3.2.5 Develop the Center for Freshwater Research and Education to offer academic programs and to become financial sustainable.
- 3.2.6 Maintain and develop new academic programs serving non-traditional populations such as Service Member, high school, continuing education, and community college learners.

- 3.2.7 Increase revenue from major auxiliary units of the University (e.g. housing, health services, food services, Cisler Center), including construction of a new residence hall.
- 3.2.8 Increase 1st to 2nd year retention rate to 75%.
- 3.2.9 Increase the number of varsity athletics teams, especially the addition of fall season sports (e.g. women's and men's soccer and lacrosse).
- 3.2.10 Lobby state elected officials for permanent funding of the Michigan Indian Tuition Waiver and increases to annual institutional appropriations.
- 3.2.11 Increase miscellaneous General Fund revenue (e.g. miscellaneous gifts, interest Income, Norris Center revenue, Arts Center revenue, and indirect costs).
- 3.2.12 Increase revenue from Athletics events and initiatives.
- 3.2.13 Maintain tuition and room and board rates consistent with market trends and peer institutions.
- 3.2.14 Review the organizational structure of the University Foundation and reorganize it for maximum fundraising effectiveness.
- 3.2.15 Develop long-term Foundation fundraising goals in support of University strategic initiatives.
- 3.2.16 Develop a comprehensive Campus Events Management Plan to coordinate and maximize campus spaces, events success, and net revenue generation.
 - 3.2.16.1 Provides a single point of contact for scheduling campus events.
 - 3.2.16.2 Coordinates internal units for successful event management.
 - 3.2.16.3 Takes advantage of underutilized campus resources.
 - 3.2.16.4 Draws more external constituencies to the campus.
 - 3.2.16.5 Takes advantage of LSSU's strengths and unique environment.
 - 3.2.16.6 Increases net revenue to the University for reinvestment in the institution.

Goal 3.3 Cultivate a positive culture of customer service and professional development.

Strategies:

- 3.3.1 Ensure operational hours for academic and student support areas to adequately meet student needs.
- 3.3.2 Enhance the university research function and provide professional development to faculty, staff, and students in using data to make informed decisions.
- 3.3.3 Complete a staffing audit to ensure that unit staffing levels are appropriate.
- 3.3.4 Utilize tools in the solicitation of prospective employees that are easy to use for candidates, supervisors, and budget managers.
- 3.3.5 Implement a comprehensive onboarding, mentoring, and professional development program for all employees to ensure that recruiting, hiring, and promotion processes are inclusive and follow research-based practices for avoiding bias.
- 3.3.6 Determine, and then utilize, best practices for communication to distinct constituent groups, including but not limited to prospective and current students, employees, alumni, and community members.
- 3.3.7 Deliver training and tools to budget managers that will improve the budgeting process by increasing transparency, provide real-time access to budgets, and increase their understanding of the university budgeting process.

Goal 3.4 Ensure operational effectiveness through innovation, planning, and resource allocation.

Strategies:

- 3.4.1 Provide IT infrastructure, systems, and staffing through hiring and/or training to ensure that operational and instructional technology systems and staff can support innovation, communication, efficiency, and productivity.
- 3.4.2 All units will annually report on plans/costs to automate processes in an effort to increase efficiencies and reduce costs.
- 3.4.3 Business plans will be developed for all Institutional strategic initiatives prior to implementation.
- 3.4.4 Complete a new Campus Master Plan by 2025 that aligns priorities for new construction, facilities renovations, deferred maintenance, property acquisition, and space utilization.
- 3.4.5 Develop and utilize budgeting processes that integrate planning, innovation, and assessment and that allow multiyear planning, provide more effective data for decision-making, enhance cash-management strategies, and coordinate university and unit financial plans.
- 3.4.6 Develop and implement an institutional deferred maintenance plan by 2021.
- 3.4.7 Maintain good standing with the Higher Learning Commission and appropriate accreditation bodies.

4. Community Partnerships and Engagement

Lake Superior State University's unique location on the international border in the twin Sault Ste. Marie communities provides our students with a distinct landscape to live and learn. Our location is further enhanced by the presence of several vibrant Tribal communities. As a key economic anchor in Sault Ste. Marie and the Eastern Upper Peninsula of Michigan, LSSU has and will foster a symbiotic relationship with the community. A healthy relationship with area partners will not only help our students thrive, it will enrich the community as a whole. The success of LSSU as a university is co-dependent on the strength of our neighboring communities and on the strength of our relations with them. Ultimately, it is our responsibility to be a good neighbor and employer. LSSU will be part of the Eastern Upper Peninsula, not apart from it. We will strive to cultivate students, faculty and staff who are Laker citizen ambassadors who are integrated in civil, commercial, and political life.

Goal 4.1 Increase and document community service and partnership activities for LSSU students, faculty, and staff.

Strategies:

- 4.1.1 Track, increase, and promote volunteer work and consultation done by students, faculty, and staff.
- 4.1.2 Track, increase, and promote student projects and research that benefit the local community.
- 4.1.3 Assign a liaison to facilitate interaction between LSSU and the community for internship opportunities, job shadowing, and hiring after graduation.

Goal 4.2 Implement better communication to Eastern Upper Peninsula communities and Sault Ste. Marie, Ontario about campus opportunities and resources that are available to the public.

Strategies:

- 4.2.1 Create and share a reference list of key contacts at LSSU and the community for ease of communication.
- 4.2.2 Develop and maintain a promotional system in support of LSSU events and summer activities to broaden exposure, participation, and engagement.
- 4.2.3 Increase awareness of LSSU programs that meet regional job market demands and offer future opportunities in step with economic trends.
- 4.2.4 Work with community partners to create and enact a plan to develop a “college town” atmosphere (i.e. the university pervades the economic and social life of the city).

Goal 4.3 Collaborate and build relationships with Tribal Partners.

Strategies:

- 4.3.1 Partner with local tribes to promote Native American cultures in Laker Week activities and throughout the academic year.
- 4.3.2 Enhance the University’s relationship with Bay Mills Community College.
- 4.3.3 Amplify the opportunities available through the Native American Center to the campus and our surrounding community.

Goal 4.4 Increase collaboration with K-12 schools in Northern Michigan and Ontario.

Strategies:

- 4.4.1 Develop an outreach program with regional middle schools and high schools to showcase the University and enhance LSSU’s recruitment opportunities.
- 4.4.2 Develop a recruiting plan to increase the number of students enrolling in LSSU from our Charter schools.
- 4.4.3 Enhance K-12 student opportunities on campus as a way to strengthen a sense of belonging at the University.
- 4.4.4 Strengthen and grow opportunities for joint programming through Career Technical Education and Early Middle College.
- 4.4.5 Provide international enrichment experiences through the Arts with programming designed specifically to meet the needs of students.
- 4.4.6 Expand programming at the University Arts Center to target K-12 students.

Goal 4.5 Engage with the community to shape our priorities and advocate our strengths.

Strategies:

- 4.5.1 University leadership will collaborate with local political, business, and community leaders.
- 4.5.2 In a diverse higher education policy landscape, LSSU will continually promote its uniqueness to statewide and nationally elected officials.

- 4.5.3 The University will be the center for the arts and cultural exchanges for the city and region through the leveraged use of the LSSU Arts Center.
- 4.5.4 Leverage Laker Athletics as a community entertainment and marketing asset to advance the University.
- 4.5.5 Enhance the opportunities for alumni and friends of the University to advance the institution with their time and resources.
- 4.5.6 Host conferences associated with cannabis-related programming, the Center for Freshwater Research and Education, the Nursing Simulation Center, and other key areas on campus.
- 4.5.7 Expand the number of summer camps offered at the University with emphasis given to revenue and breadth of programming.

5. Sustainability

Sustainability at LSSU is the result of developing and adhering to policies and procedures crafted to achieve a sustainable and just world for current and future generations, especially as it pertains to the functioning of the University, and the protection and conservation of the natural environment around us. Our mission, location, and pride of place – at the nexus of three Great Lakes – provide us with both the motivation and sense of urgency to protect our natural resources. Development of sustainability at LSSU requires that we push beyond our current boundaries toward new initiatives, requiring some initial investment and ultimately leading to a healthier planet, enriched academic experiences, and ongoing institutional savings. We believe LSSU is ready for this challenge. We are further excited at how our intimate relationship with our freshwater resources will allow us to promote sustainability within the institution and throughout the community and region.

Goal 5.1 Create a campus-wide sustainability plan that can adapt to our changing worldview and prioritize eco-friendliness.

Strategies:

- 5.1.1 Establish a sustainability office on campus that will coordinate sustainability initiatives and develop a campus-wide sustainability plan.
- 5.1.2 Develop a campus-wide sustainability plan that emphasizes carbon neutrality, responsible consumption of resources, and sustainability education for students and staff.
- 5.1.3 Expand the mission of the Center for Freshwater Research and Education to include sustainability-related academic programming.

Goal 5.2 Reduce overall resource consumption on campus.

Strategies:

- 5.2.1 Complete a sustainability audit with the goal of reducing the use of Styrofoam, plastic, and other non-recycled or non-compostable waste.
- 5.2.2 Determine the feasibility of implementing of green energies on campus, such as solar and wind energy.

- 5.2.3 Reduce overall energy consumption on campus.
- 5.2.4 Enact a campus-wide recycling initiative.
- 5.2.5 Analyze current practices and implement strategies to reduce and offset campus printing and paper consumption.
- 5.2.6 Reduce food waste within campus dining operations.

Goal 5.3 Increase sustainability-based engagement across campus and in the community.

Strategies:

- 5.3.1 All academic programs contain some outcome measure related to sustainability or offer at least one sustainability-related course by 2025.
- 5.3.2 Increase the number of faculty and students conducting sustainability-related research.
- 5.3.3 Establish a campus-wide sustainability committee to provide analysis and recommendations for sustainability initiatives.
- 5.3.4 Increase the number of sustainability-related campus-wide lectures and symposia.
- 5.3.5 Develop plans and implement sustainability initiatives for university-owned natural areas.
- 5.3.6 Develop a campus-wide marketing campaign promoting sustainability efforts and achievements in sustainability.

Goal 5.4 Promote sustainability throughout the community.

Strategies:

- 5.4.1 Develop an international freshwater-related consortium of local and regional institutions, including those in Canada, Tribal organizations, and government interests.
- 5.4.2 Develop sustainability-related programs and events targeting the community.
- 5.4.3 Establish a community organic garden and/or partner with the City of Sault Ste. Marie on composting and organic gardening.
- 5.4.4 Participate in regional carbon offset initiatives.
- 5.4.5 Increase the number of planted trees throughout campus and university-owned natural areas.
- 5.4.6 Establish a campus apiary.
- 5.4.7 Develop a Campus Grounds Master Plan that includes associated habitat for pollinating bees.

Enrollment Projections with Resulting Revenue

	Year				
	Year 1	Year 2	Year 3	Year 4	Year 5
Degree Seeking Students	1,719	1,741	1,750	1,768	1,805
Continuing	1,234	1,216	1,210	1,213	1,235
New First-Time	313	348	359	370	381
New Transfer	121	122	125	128	131
Readmit	51	55	56	57	58
Non-Degree Undergraduate	10	10	12	15	17
Concurrent Enrollment	164	157	164	164	164
Dual Enrollment	32	32	32	32	32
Early College	39	39	36	39	39
Total Base Enrollment	1,964	1,979	1,994	2,018	2,057
Concurrent Enrollment - Push			38	65	92
Dual Enrollment - Push		37	76	107	134
Early College - Push			15	29	33
Additional Location		75	130	190	230
Athletics (new sport)			15	15	30
CFRE Programming		17	40	80	132
Club Sports		40	80	100	120
International Students			25	50	75
Online Programs		7	89	139	225
Ontario Recruiting Efforts			6	12	18
Total Enhanced Enrollment	1,964	2,155	2,452	2,766	3,102
Total Degree-Seeking Enrollment	1,783	1,805	1,964	2,139	2,365

	Only Fall and Spring Tuition Revenue				
	FY20	FY21	FY22	FY23	FY24
	12,693,600	12,880,332	13,202,107	13,633,442	14,293,857
	3,370,500	3,859,815	4,101,275	4,353,749	4,617,680
	1,195,200	1,241,230	1,309,905	1,381,583	1,456,382
	446,400	495,854	520,016	545,181	571,388
	27,000	27,810	34,373	44,255	51,661
	537,300	529,797	570,022	587,122	604,736
	192,600	198,378	204,329	210,459	216,773
	295,200	304,056	289,087	322,573	332,250
Base Revenue	18,757,800	19,537,272	20,231,114	21,078,364	22,144,728
	-	-	16,185	27,684	39,184
	-	78,834	161,928	227,978	285,505
	-	-	-	61,538	118,973
	-	77,659	134,609	196,736	238,154
	-	-	-	176,503	181,798
	-	188,554	456,967	941,351	1,599,826
	-	443,657	913,933	1,176,689	1,454,388
	-	-	-	269,840	555,871
	-	77,640	1,016,751	1,635,598	2,726,977
	-	-	58,684	126,069	202,782
Total Revenue	18,757,800	20,403,616	22,990,169	25,918,351	29,548,185
					32,557,964