

University Strategic Plan 2010-2015 Implementation Update Fall 2010

Julia A. Guevara, Ph.D.; LMSW
Assistant Vice President for Academic Affairs

Background

The *Grand Valley State University Strategic Plan 2010 – 2015* was approved by the university's Board of Trustees in October 2009. At its heart are eight key goals aligned with the institution's values and designed to move the university toward the achievement of its singular vision of becoming one of the nation's premiere Carnegie classification "Master's Large" institutions of higher education grounded in the tradition of liberal education.

Some 63 specific and time-framed objectives, each directly emanating from one of the university's goals, comprise the body of the plan. It is the institution's intent to review, analyze, and report the progress achieved toward attaining these objectives on an annual basis. Responsibility for monitoring, summarizing, and disseminating information about this yearly movement lies with the Assistant Vice President for Academic Affairs: Accreditation, Assessment, and Strategic Planning in collaboration with the University Strategic Positioning 2010-2015 Committee.

This document provides the first strategic planning update – affording a summary of efforts implemented institution-wide to initiate and advance a five-year-long process that meets all of the university's objectives and goals as outlined in the *Strategic Plan 2010-2015*. This update covers activity between January 1 through September 30, 2010. It summarizes all efforts currently underway that are expected to result in the full attainment of all 2010 and all ongoing objectives by December 31, 2010. This report lays the groundwork for the first GVSU *Annual Strategic Planning 2010-2015 Progress Report*, which will be completed in early 2011 by the Assistant Vice President for

Student and Academic Affairs and the University Strategic Positioning Committee. That initial progress report will summarize the movement achieved by all divisions and colleges of the institution toward attainment of objectives for the full 12 months of 2010.

Progress To-Date

Eight of the 63 objectives in GVSU's strategic plan are 2010 Objectives; we expect these objectives to be achieved during or by the end of 2010. Thirteen of the 63 are Ongoing Objectives; the expectation is that these objectives will be achieved every year from 2010 through 2015. This report summarizes progress toward meeting these 21 objectives for the first nine months of this period.

2010 Objectives

The set of objectives to be completed by the end of 2010 are:

- 1.1 *all colleges and divisions have current strategic plans aligned with and supportive of the university's strategic plan;*
- 1.2 *all academic and non-academic colleges and divisions begin implementation of their inclusion plans;*
- 1.7 *determine the university's strategic intent with respect to online education;*
- 1.10 *all community engagement efforts on campus are well-documented and coordinated;*
- 1.11 *the institution has completed a rigorous assessment of all options for undergraduates to achieve and demonstrate mastery of upper division General Education themes and their associated learning objectives;*
- 2.4 *the Enrollment Development Planning Assessment Committee Plan will be fully implemented and monitored on an annual basis;*
- 2.8 *the Office of Inclusion and Equity conducts a rigorous climate study of faculty, staff and student experiences to identify a current baseline of perceptions in areas of inclusion and equity;*

7.3 at least 75 percent of the faculty is familiar with the university's strategic budgeting priorities and the financial consequences of the institution's decisions relative to issues such as the change in the general fund budget, pay equity, salary compensation, and tuition.

Each of the eight objectives to be accomplished during 2010 aligns with a specific institutional goal:

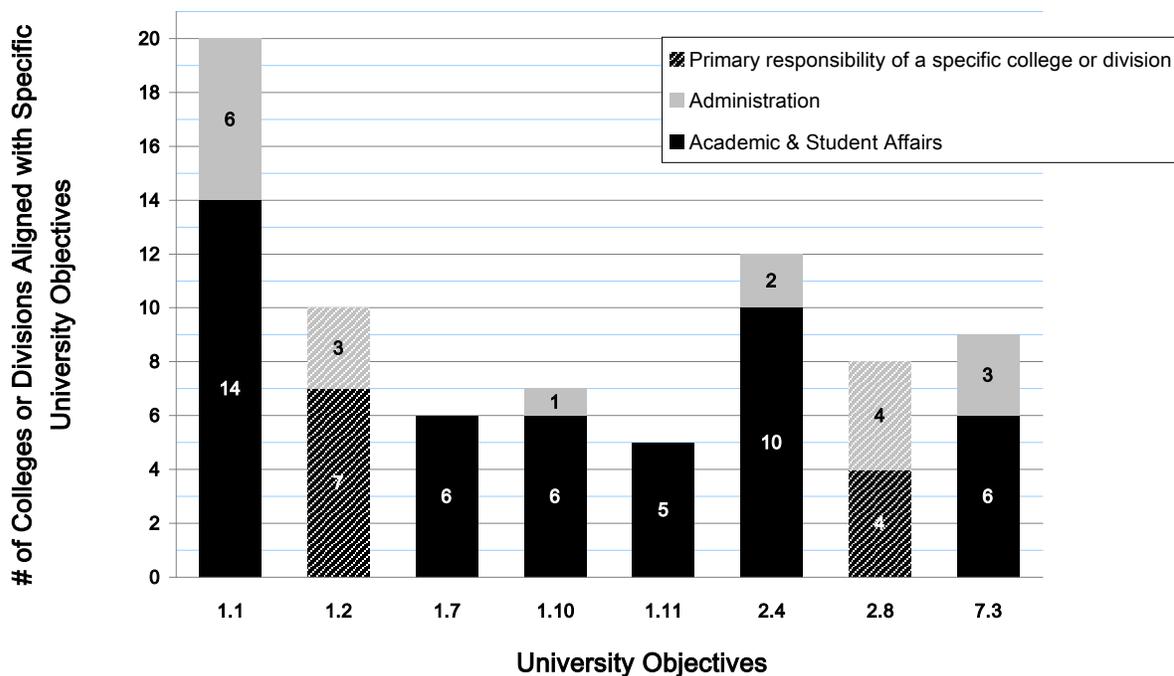
- Five align with Goal One: *Grand Valley is a comprehensive university grounded in the tradition of liberal education with well-integrated undergraduate and graduate programs appropriate to its classification as a "Master's Large" institution through which students earn accredited degrees.*
- Two align with Goal Two: *Grand Valley provides a rich, inclusive learning and working environment that attracts, retains and supports a diverse community.*
- One aligns with Goal Seven: *Grand Valley's stakeholders are aware of and supportive of the university's financial decisions.*

All eight of the 2010 Objectives the institution plans to meet are foundational to the institution's future success. Their achievement within the first year is a necessary precursor to the 13 Ongoing Objectives. Colleges and divisions have selected and committed to working on the remaining 42 objectives each year between 2011 and 2015.

Progress toward meeting the 2010 Objectives

As of September 30, 2010, excellent progress has been made on all eight of the 2010 Objectives. Figure 1 shows the number of colleges and divisions institution-wide that have addressed and will meet each objective.

Figure 1: University Objectives Aligned with College or Division Plans- 2010



1.2, 2.8- Primary responsibility of Inclusion & Equity

Figure 1 principally reflects the number of units – including both administrative divisions and academic and student affairs colleges and divisions – institution-wide that incorporated one or more of the eight 2010 Objectives into their college or divisional strategic plans. Once a college or division incorporated a 2010 Objective into its strategic plan, it became responsible for completing this objective no later than December 31, 2010. There *is not* any expectation that all colleges and divisions of the institution will attempt to achieve all or any specific number of the university’s 63 objectives; however, each college and division *was required* to develop its own strategic plan aligned with and supportive of the institution’s *Strategic Plan 2010-2015*.

As illustrated,

- Six administrative divisions and 14 colleges and divisions in academic and student affairs have completed objective 1.1.
- Three administrative divisions and seven academic and student affairs colleges and divisions have committed to objective 1.2.
- Six academic and student affairs colleges and divisions have committed to objectives 1.7 and five to 1.11.
- One administrative division and six academic and student affairs colleges and divisions have committed to objective 1.10.
- Two administrative divisions and ten academic and student affairs colleges and divisions have committed to objective 2.4.
- Four administrative divisions and four academic and student affairs colleges and divisions have committed to objective 2.8.
- Three administrative divisions and six academic and student affairs colleges and divisions have committed to objective 7.3.

As of September 30, 2010, other administrative and academic/student affairs divisions and colleges continued to implement activities to achieve these objectives.

Figure 1 also shows that in 2010 the principal responsibility for meeting objectives 1.2 and 2.8 lies with the Division of Inclusion & Equity, although other colleges and divisions of the institution have incorporated this objective into their strategic plans and are undertaking activities to ensure that this objective is fully met in this critical first year of strategic effort.

A summary of further progress achieved on the 2010 Objectives from October 1 through December 31, 2010 will be included in the first GVSU *Annual Strategic Planning Progress Report* to be completed in early 2011.

Ongoing Objectives for 2010

The 13 objectives in the strategic plan that are expected to be met each and every year from 2010 – 2015 are:

2.5 the university will increase its outreach efforts in order to enhance the diversity of its student body;

4.6 maintain or expand all current data management systems of the university;

4.7 continue to monitor and assess the state and regional needs for new or revised undergraduate or graduate programs and degrees;

4.8 provide an annual GVSU Accountability Report to university constituents;

4.9 provide an annual Dashboard Report to internal university constituents;

6.4 Grand Valley graduates continue to seek and hold positions of business, nonprofit, political and civic leadership and responsibility in West Michigan, Michigan, the U.S. and the world;

7.1 maintain and monitor university practices to reduce its overall exposure to business and catastrophic risks at acceptable levels;

7.4 sustains its high level of stakeholder trust and maintains the commitment of its stakeholders to work collaboratively to reinvent Grand Valley for the 21st Century;

7.6 the rate of increase in financial aid awarded to students meets or exceeds the rate of increase in the university's tuition and room and board costs;

7.7 graduate financial support remains equal to or greater than the financial support provided to graduate students at other Michigan institutions with identical or similar graduate degree programs;

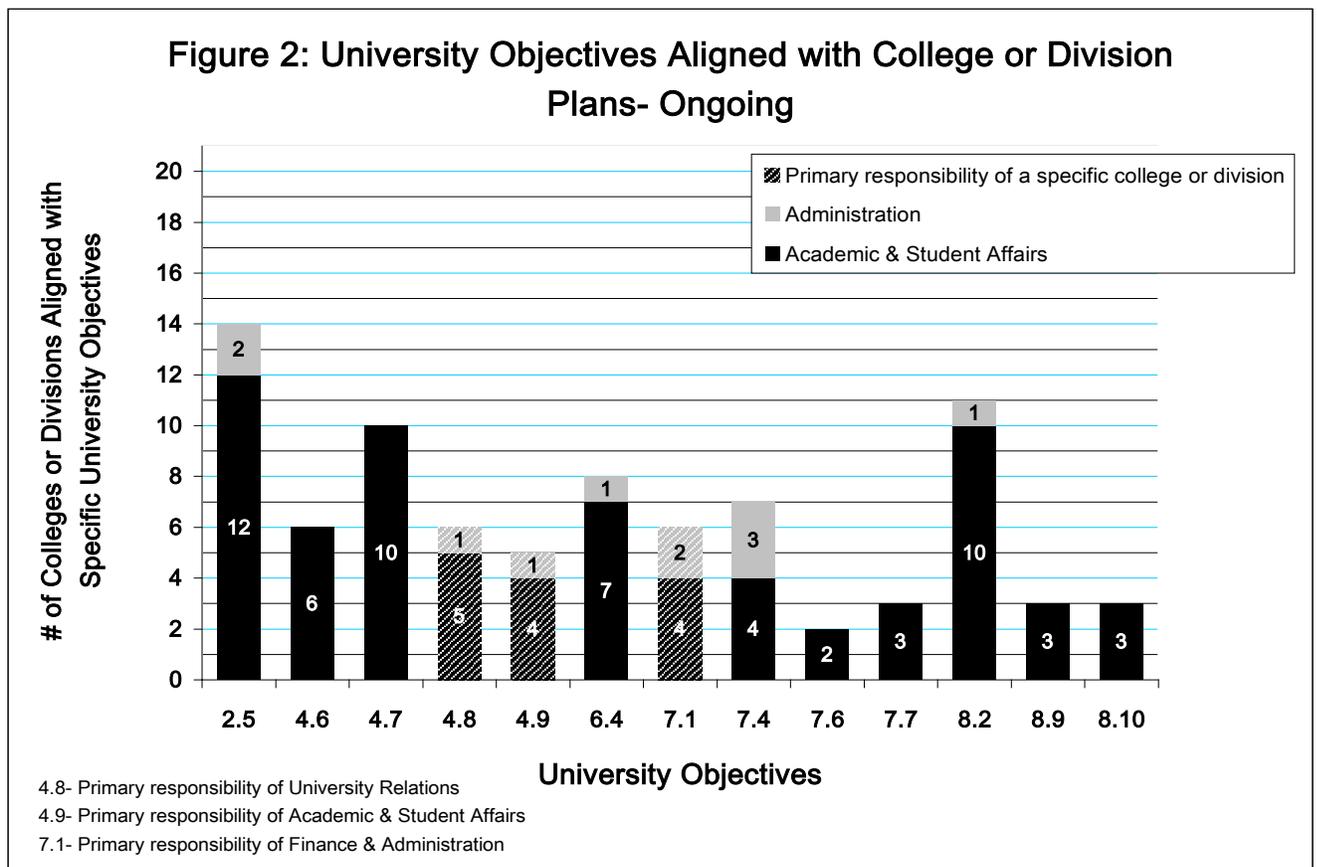
8.2 the university has formal and informal partnerships that contribute to meeting community-generated goals, positioning the university as an essential resource to the health and development of Michigan;

8.9 steadily increase the number and total award amounts of externally sponsored agreements supporting scholarship and creative practices;

8.10 steadily increase the number of faculty and staff conducting internally and/or externally supported scholarship and creative practices.

Progress toward meeting the Ongoing Objectives for 2010

As of September 30, 2010, very good progress has been made on all 13 Ongoing Objectives. Figure 2 shows the number of colleges and divisions institution-wide that are addressing or have met each of these 13 objectives.



As Figure 2 illustrates,

- All of the Ongoing Objectives have at least two colleges or divisions working to ensure their achievement this year.
- Some Ongoing Objectives have eight or more colleges and divisions contributing to their achievement.
- Three Ongoing Objectives – namely 4.8, 4.9 and 7.1 – have a specific college or division with primary responsibility for attainment, but this responsibility is being shared by others that have included these in their strategic plans.

Overall Objective Achievement Summary by Year

The following chart illustrates the overall view of the 63 objectives to be achieved in 2010 and in each of the next five years.

| ANNUAL OBJECTIVES: | | | | | |
|--|------------------------------|---|-------------|-------------|--|
| <i>EACH OBJECTIVE MUST BE ACHIEVED IN A SPECIFIC YEAR</i> | | | | | |
| <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> |
| 1.1, 1.2, 1.7, 1.10, 1.11, 2.4, 2.8, 7.3 | 1.8, 1.12, 1.13, 7.2, 8.3 | 1.3, 1.4, 1.9, 2.1, 2.7, 3.1, 3.3, 3.5, 4.2, 4.3, 4.5, 5.1, 7.8 | 3.2, 5.3 | 0 | 2.5, 1.6, 1.14, 2.2, 2.3, 2.6, 3.4, 3.6, 4.1, 4.4, 5.2, 5.4, 6.1, 6.2, 6.3, 7.5, 8.1, 8.4, 8.5, 8.6, 8.7, 8.8 |
| ONGOING OBJECTIVES: | | | | | |
| <i>EACH OBJECTIVE MUST BE ACHIEVED EVERY YEAR, 2010-2015</i> | | | | | |
| 2.5, 4.6, 4.7, 4.8, 4.9, 6.4, 7.1, 7.4, 7.6, 7.7, 8.2, 8.9, 8.10 | | | | | |

Conclusion

As of September 30, 2010, all 21 of the objectives in the *Grand Valley State University Strategic Plan 2010 – 2015* that are expected to be met in 2010 are well on the way to

being achieved through a collaborative process that has engaged administrative and academic and student affairs colleges and divisions across the institution. A more complete report on the status of each of these objectives will be provided after all 2010 progress reports have been submitted, analyzed, and incorporated into the first university-wide *Annual Strategic Planning Progress Report*.