



Baselines

2014-15

Welcome

Dear Colleagues:

Welcome to another great year at VCSU!

This fall we will begin our 125th Celebration; here are a few details* to get us started:

- The North Dakota Constitution, which included the locations for two normal schools, was ratified by the voters Oct. 1, 1889. This established a normal school at Valley City (although it did not provide an appropriation to get the institution up and running!).
- Our birthday is October 13, 1890, the first day classes were held at Valley City Normal. There were 12 students—the class size increased to 28 by December. Tuition was free. The first classroom was in the City High School.
- Funding to start the Normal School came from the people of the Valley City community who were anxious to establish the institution in this community; legislative funding was finally appropriated March 2, 1891, to support both the ongoing financial needs of the institution and sufficient funds for a building, but by that time, classes were well under way and enrollment was growing every term.
- In March 1892, there were 65 students enrolled, and four teachers: Sifton, Bates, Barnes, and Perrine.
- The Normal School had three homes before McFarland Hall was built in 1892, for a cost of \$26,220. These were a room in the City High School (1890); the McConnell Building (Spring 1891; present site of Bong's Bootery); and the McDonald Block (Fall 1891–December 1892; NE corner of Second Avenue and Third St. NE).
- In Spring 1893 (in the new building) there were 143 students in the Normal Department and 38 in the Model School. There were nine instructors. By the end of the first decade (1900), enrollment had grown to 254 students and 10 faculty.

We are also starting this year with a search for our 13th President. To help us stay mindful of our campus mission, goals, and progress, this publication contains VCSU's core documents—the mission, vision, strategic plan updates—and some helpful material to help you navigate the academic year, including key policy locations, an organizational chart, and information about VCSU committees.

Thank you for your continued service to VCSU. We enjoy a great tradition of success on this campus, and this year, together, we will shape our future. Please join me in making a difference at VCSU.



Margaret Dahlberg, Ph.D.
Interim President
Fall 2014

*VCSU history information taken from *Cornerstones* (Welch, 1990).

VCSU Defining Commitments

MISSION

Valley City State University is a public, regional university offering exceptional programs in an active, learner-centered community that promotes meaningful scholarship, ethical service, and the skilled use of technology. As an important knowledge resource, the University offers programs and outreach that enrich the quality of life in North Dakota and beyond. Through flexible, accessible, and innovative baccalaureate and master's programs, VCSU prepares students to succeed as educators, leaders, and engaged citizens in an increasingly complex and diverse society.

VISION

Valley City State University will be nationally recognized for advancing important collaboration, fostering innovative engagement, and promoting noteworthy transformation. Through effective use of best practices in technology, teaching, and learning, VCSU will be a destination university for students in North Dakota and throughout the region, extending its reach and influence beyond the campus boundaries.

UNIVERSITY PURPOSES

1. Award degrees in education, business, and the liberal arts and sciences, with all students documenting their competency in Aesthetic Engagement, Communication, Global Awareness, Technology, Collaboration, Effective Citizenship, Problem Solving, and Wellness.
2. Deliver a quality educational experience in an innovative culture and a technologically enhanced environment.
3. Serve the best interests of our students, region, and society.
4. Lead in effectively applying information media technologies for learning.
5. Promote the appreciation of diversity, a multicultural perspective, and global awareness.

CORE VALUES

- *Mission Driven*: We are committed to a learner-centered philosophy. We make education meaningful with positive relationships and effective practices.
- *Quality and Integrity*: We have high expectations for results, integrity, and positive interpersonal relations in all we do.
- *Innovation*: We are flexible, creative, and free to try new things. We have a strong work ethic, positive attitude, and open mind. We embrace change.
- *Community*: We trust each other, we work well together, and we are involved with our local and extended communities.
- *Diversity*: We believe that diversity of all kinds enriches the quality of thought, discussion, and learning.

Overview of North Dakota University System (NDUS)

The North Dakota University System is a unified system of higher education governed by the State Board of Higher Education. Organized in 1990, the system includes two research universities, four regional universities (including Valley City State University) and five community colleges.

Led by the chancellor, the NDUS staff supports the State Board of Higher Education's mission to enhance the quality of life for all those served by the NDUS as well as the economic and social vitality of North Dakota.

NDUS Mission and Vision

Mission

To enhance the quality of life for all those we serve and the economic and social vitality of North Dakota through the discovery, sharing and application of knowledge

Vision

Leading the nation in educational attainment through access, innovation and excellence

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Web Links to NDUS Manuals

SBHE Policy Manual
www.ndus.edu/makers/procedures/sbhe/

NDUS Procedures Manual
www.ndus.edu/makers/procedures/ndus/

NDUS Human Resource Manual
www.ndus.edu/makers/procedures/hr/

Web Locations for Key VCSU Policies and Documents

VCSU Documents web page: www.vcsu.edu/documents/

VCSU University Catalog: www.vcsu.edu/documents/

VCSU Student Handbook: www.vcsu.edu/documents/

VCSU Policy Manual: www.vcsu.edu/documents/policymanual/

V201 Constitution of the Valley City State University Faculty Association: www.vcsu.edu/documents/policymanual/vp.htm?p=266

V202 Constitution and Bylaws of the Staff Senate of Valley City State University: www.vcsu.edu/documents/policymanual/vp.htm?p=267

V301.01 Defining Commitments: www.vcsu.edu/documents/policymanual/vp.htm?p=269

V301.02 Team Guidelines: www.vcsu.edu/documents/policymanual/vp.htm?p=270

302.04.01 VCSU Committee Structure: www.vcsu.edu/documents/policymanual/vp.htm?p=1958

V308.01 VCSU Employee Code of Conduct: www.vcsu.edu/documents/policymanual/vp.htm?p=1677

V605.09 Faculty Responsibilities: www.vcsu.edu/documents/policymanual/vp.htm?p=364

V605.13 Office Hours and Faculty Presence: www.vcsu.edu/documents/policymanual/vp.htm?p=368

Success 2015: VCSU Strategic Plan Update (Fall 2014)

Goal 1: QUALITY AND INNOVATION. Provide accessible, innovative, high-quality educational experiences and programs for all students.

1. Maintain a continuous process of planning and review.

SUCCESS!

- New Mission and Vision statements approved by SBHE
- Annual Program Updates and Program Review processes established

IN PROGRESS

- Develop new strategic plan during 2014–15 (current one ends in Spring 2015)
- Improve feedback loops for review processes, to assure planning is based on review

2. Encourage, fund, and reward research, innovation, and quality.

a. Leverage cutting-edge technologies to advance teaching and learning.

SUCCESS!

- Interactive boards deployed; iPads available for classroom instruction
- Tegrity deployed for classroom recording
- Several classrooms upgraded to facilitate better use of Tegrity, Collaborate and mobile devices
- Website upgrade for mobile users
- myeFolio and Office 365 OneDrive replace older portfolio processes; Starfish provides better and more immediate access for student tracking and retention

b. Develop a campus culture that promotes the scholarship of teaching.

SUCCESS!

- Technology mini-grants and Teaching Academy stipends support transformational teaching strategies
- Summer Teaching Academy, Instructional Design Team, Brown Bag series, and VPAA Book Clubs all focus on teaching and learning at VCSU

c. Foster continuous improvement by developing assessment and accountability processes for programs, faculty and staff.

SUCCESS!

- Student evaluations integrated into faculty evaluations and program review processes
- All academic programs developed learning outcomes and assessment plans (Fall 2013)
- Student satisfaction survey of student services conducted annually
- Annual Program Updates completed annually for all academic programs
- Director of Assessment and Institutional Research hired
- myeFolio deployed as enterprise-level data management and analysis system for academic assessment

IN PROGRESS

- Document use of academic assessment data to drive curricular/program change
- Revise University Assessment Plan booklet to document new assessment processes, and feedback loops

3. Increase opportunities for VCSU students, faculty, and staff to experience diverse and multicultural activities.

SUCCESS!

- International partnership agreements signed with La Paz and ZJETP; student and faculty exchanges are ongoing
- Calendar developed with faculty interested in international travel, to avoid overlap for student groups
- Faculty/staff diversity has increased over five years of hiring
- Coordinator of Diversity and Inclusion hired; strong schedule of activities for students, faculty and staff developed

VCSU Strategic Plan Update (Fall 2014) *cont'd.*

4. Pursue initiatives tied to STEM and Technology Education that support K-12 students, faculty, and curriculum.

SUCCESS!

- Prairie Waters Education and Research Center and Great Plains STEM Education Center are well established and impacting several thousand K-12 students and their teachers annually
- North Dakota STEM Network has been established
- K-12 STEM Endorsement has been developed; VCSU offers certificates at the undergrad and graduate level in STEM Education

Goal 2: ENROLLMENT AND ACADEMIC SUCCESS. Identify, promote, and support high enrollment programs and opportunities, to increase enrollment in both online and residential programs to 1,300 (headcount) by 2015.

1. Assess student needs and improve current academic support and academic skill development.

SUCCESS!

- Learning Center is well established for writing, math, and ELL; midterm assessment and use of Starfish to track student support needs present in nearly 100% of VCSU courses
- Partnership with DCB supports developmental needs and provides access for students seeking two-year programs

IN PROGRESS

- Freshman to sophomore retention rate is improving; currently 64%, goal is 70%
- 6-Year Graduation Rate goal is 52% (currently average rate for VCSU is 41.8%)
- Online Accessibility project in progress; goal is to have 25% of courses compliant in 2014–15

2. Develop an institutional enrollment plan for on campus growth that encompasses all campus programs.

SUCCESS!

- Strategic plans drafted for all academic programs; most programs have developed Communication Plans in collaboration with Enrollment Services (using Hobsons)
- New programs that update curriculum to fit market areas are attracting increased enrollment: BPIM, Athletic Training, and Software Engineering; new concentrations in the Graduate Program (ELL, English and Elementary Ed); new endorsement in Special Education
- Enrollment has increased from 1,083 in 2009 to 1,366 in 2013 (Fall headcount—fourth week report)
- Graduate program enrolls about 150 students each term
- More than 33% increase in professional development credit awarded

3. Identify new opportunities for partnering with institutions of higher education both in and out of North Dakota to deliver education in a flexible and responsive manner.

SUCCESS!

- A variety of new articulation agreements have been signed with DCB (two-year programs), LRSC (CIS), NDSCS (CTE), Trinity Bible College (Physical and Elementary Ed), and various programs in Wyoming
- Participation in the Bush grant initiatives has provided strong opportunities to assess and improve program quality, recruitment, and retention of first-year, K-12 teachers

VCSU Strategic Plan Update (Fall 2014) *cont'd.*

Goal 3: FISCAL STRATEGIES. Find new financial resources and reallocations that will support the initiatives and opportunities identified in this document.

1. Develop new financial resources through partnerships and support from external sources.
 - a. Ask Foundation Board to pursue funding to support facility improvement and enhance the scholarship base.

SUCCESS!

- Health, Wellness, and Physical Education Building Plans—a VCSU/Valley City partnership
- Corporate Giving Task Force established
- Additional position added in Foundation Office to support V-500
- Artificial turf installed

- b. Educate student body about funding for student campus facilities

SUCCESS!

- Students examined fee comparisons across NDUS
- Architect hired to prepare predesign options Summer 2011
- Students will be asked to consider increasing fees to support the proposed Wellness Center

2. Ensure that campus budgets and spending decisions demonstrate the most efficient and effective use of financial resources.

- a. Use campus and program strategic plans, master plan, and program updates to develop annual budgets

SUCCESS!

- Budget request form asks for rationale that includes ties to strategic plan or APUs

- b. Conduct a thorough review of academic programs and administrative functions to identify cost savings, efficiencies and opportunities.

IN PROGRESS

- Cabinet has selected Dickeson's "Prioritizing Academic Programs" process to complete this strategy; a steering committee will be identified and training/planning will commence Fall 2014

- c. Assure the most efficient use of time for campus personnel.

SUCCESS!

- APAC developed guidelines to limit faculty overloads to 20%
- Faculty Senate reviewed and streamlined its committee structure
- Pay Performance taskforce developed a sustainable, reward-based model, to be implemented 2014-15

Goal 4: FACILITIES. Implement opportunities identified in the 2010 Master Plan to support VCSU's enrollment initiatives, program development, and student needs.

1. Create a campus climate of sustainability and awareness of our impact on the environment.
 - a. Develop programs that allow all members of the campus community opportunities to participate in conservation practices

SUCCESS!

- Campus Environmental Task Force established and meeting regularly
- Earth Day Celebrations held in 2013 and 2014
- Recycling promoted on campus with signage, convenient receptacles, and supported by L2L service projects annually

VCSU Strategic Plan Update (Fall 2014) *cont'd.*

- b. Analyze VCSU's own use of energy and our impact on the environment. Identify cost savings that can be achieved through conservation practices.

SUCCESS!

- LEED principles incorporated in Snoeyenbos renovations
- Rhoades Science Center renovation and addition receives LEED certification
- Graichen Gym roof repair to eliminate ice damming
- Boiler replacements in Fieldhouse and Student Center
- LED lights installed for exterior campus lights; many also installed in McFarland

2. Develop a plan of action and timeline that responds to the 2010/2012 Campus Master Plan.

- a. Move forward with new construction or building renovations as identified on the 2010 Master Plan.

SUCCESS!

- Rhoades Science Center renovation and addition completed
- Snoeyenbos renovation to suite-style rooms completed
- President's House Guest Inn renovations will be completed Fall 2014

IN PROGRESS

- Vangstad renovation; project will be rebid in September 2014
- Removal of Old Science Building
- Circle Hall entry renovation
- Priority 1 for SBHE Capital Project: Boiler replacement/new power house
- Priority 2 for SBHE Capital Project: New Communication and Fine Arts building

- b. Identify the most efficient use of campus space in order to support growth programs, emerging technologies, and instructional quality.

SUCCESS!

- Two new IVN rooms added
- Event Room Scheduler updated and added to Facilities Services staff responsibility

IN PROGRESS

- Campus Space utilization study planned for Fall 2014, using new tools provided by NDUS and UND
- Implementation of FAMIS

3. Maintain campus safety for students and campus personnel.

SUCCESS!

- Blackboard Transact one-card system (Viking Card) deployed for campus door access in dorms and selected campus locations
- Additional security cameras and Blackboard surveillance software implemented

4. Campus and community beautification and utilization.

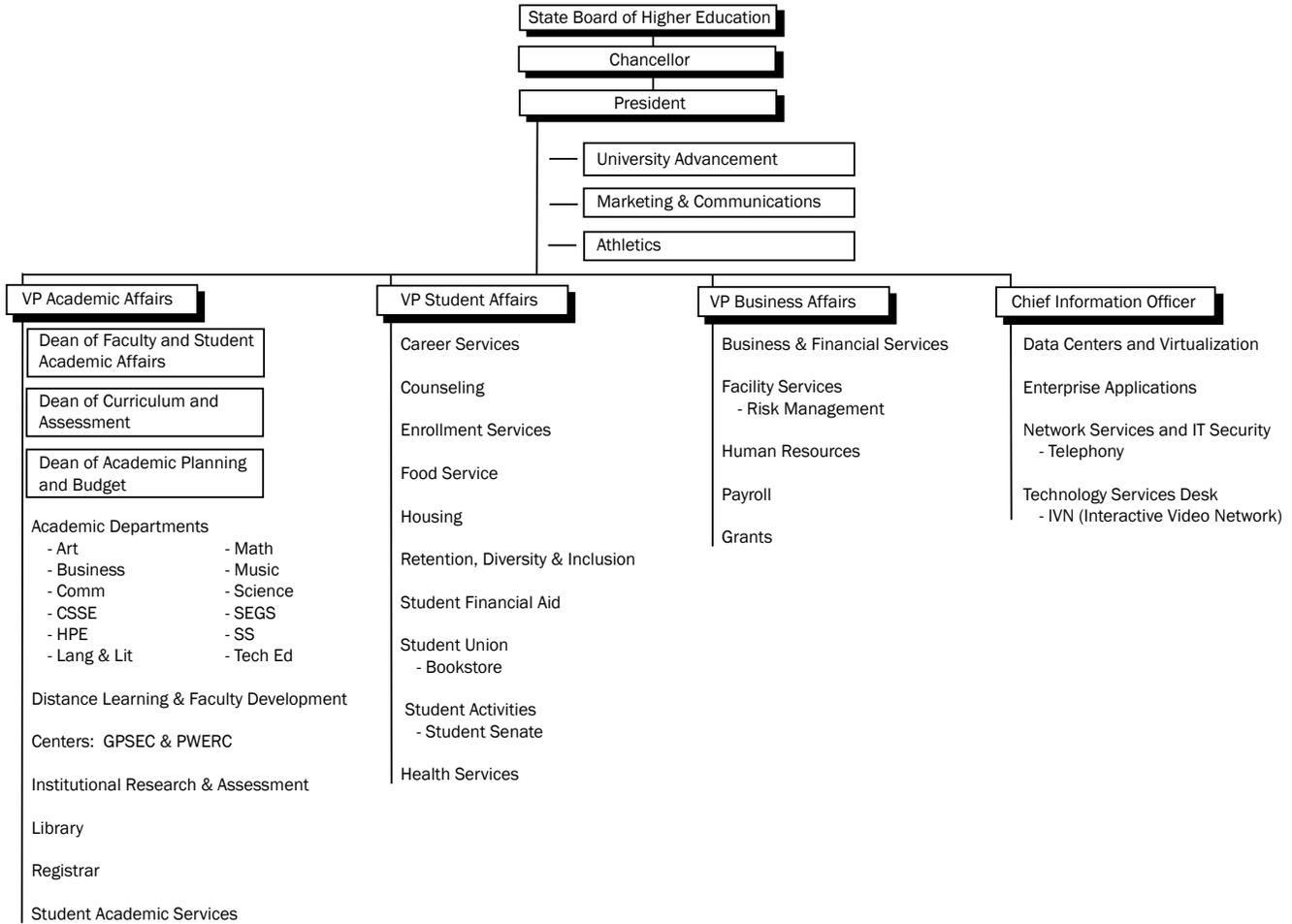
SUCCESS!

- Campus Beautification Committee established; various projects completed
- Viking Pride campaign (Spring 2013)
- Various landscaping projects completed and more underway
- New campus signage; new electronic sign at Fieldhouse and Stadium

IN PROGRESS

- Repair of hill slope failure (south of McCarthy) Fall 2014

VCSU Administrative Organization



VCSU Committee Structure

VCSU committees are divided into two groups: Faculty Association committees, and Administrative Committees/Advisory Groups.

Faculty Association Committees are described in the Faculty Association Constitution, available in VCSU policy V201. These committees include the following:

- Academic & Scholastic Standing Committee
- Athletic Committee
- Budget & Salary Committee
- Constitutional Review Committee
- Council of College Faculties
- Curriculum Committee
- Diversity Waiver Selection Committee
- Faculty Senate
- Financial Aid Committee
- Graduate Council
- Library Committee
- Online Standards Committee
- Standing Committee on Faculty Rights
- Teacher Education Committee
- Welfare Committee

Administrative Committee and Advisory Groups are usually chaired by an administrator. The following are University Committees:

- Academic Assessment Committee
- Academic Policy and Affairs Council
- Admissions Appeals Committee
- Campus Inter-Functional Team (CIFT)
- Cultural Diversity Committee
- Executive Team
- Faculty Development Committee
- Institutional Review Board
- Judicial Council
- Marketing Committee
- President's Cabinet
- Staff Personnel Board
- Staff Senate
- Student Grievance Committee
- Success 2015
- Teacher Education Appeals Committee
- Technology Advisory Committee
- University Hearings & Appeals Board
- University Policy Committee
- VC Loss Control

Just after the turn of the century, faculty member Lura Perrine and a friend drive by the Normal School in an early Oldsmobile, similar to the one now on display at the Barnes County Museum.