

SO
U
Thrive
2025 – 2028

S

Students Thriving

Student Success

Academic Engagement

Basic Needs

Personal and Professional
Development

O

Our Team Thriving

Compensation

Workload Distribution

Culture and
Morale

U

University Thriving

Enrollment

Financial Stability

Effective Financial
Management

Collaboration and
Community

Integrity | Student-Centered | Sustainability | Accountability | Transparency

SOU STRATEGIC PLAN

SOU THRIVE											
2025 to 2028	Priority 1: Students Thriving				Priority 2: Team Thriving			Priority 3: Institution Thriving			
	Objective 1a: Student Success	Objective 1b: Academic Engagement	Objective 1c: Basic Needs (Food, Housing, Financial Stability)	Objective 1d: Personal and Professional Development	Objective 2a: Compensation	Objective 2b: Workload Distribution	Objective 2c: Work/Life Balance	Objective 3a: Enrollment	Objective 3b: Financial Stability	Objective 3c: Effective Financial Management	Objective 3d: Collaboration & Community (Stdnt/Fac/Stf)
	Workflows and KPIs										
Core Values	Integrity Student-Centered Sustainability Accountability Transparency										



SOU *THRIVE*

STUDENTS THRIVING

Workflows:

- ***Future-Ready Enrollment Plan***
- ***Investment Plan (Recruitment & Student Success)***

Objective 1 a. Student Success - maximizing the number of students who achieve their educational goals

Suggested KPI's:

- First Year Retention Rate
- 4/6 Year Grad Rate
- # of degrees/certs awarded per year
- * KPI for non-degree seeking students



SOU *THRIVE*

STUDENTS THRIVING

Workflows:

- *Future-Ready Enrollment Plan*
- *Investment Plan (Recruitment & Student Success)*

Objective 1 b. Academic Engagement and Support – Create an educational environment where SOU students “are fully immersed in their learning” through high-impact practices.

Suggested KPI's:

- 1st year retention rate (as a measure of 1st year experience effectiveness)
or first year average GPA
- % of students completing academic advising appointments
- # of learning communities available
- # students involved in faculty research & projects
- Student feedback (SSI, campus climate etc)



SOU *THRIVE*

STUDENTS THRIVING

Workflows:

- *Future-Ready Enrollment Plan*
- *Investment Plan (Recruitment & Student Success)*

Objective 1c. Basic Needs [Food, Housing, Belonging, Mental and Physical Healthcare, Financial Stability] – Ensure that all SOU students have access to “the resources they need throughout their academic journey to focus, succeed and complete their degree.”

(From the ECMC Foundation (<https://www.ecmcfoundation.org/what-we-do/initiatives/basic-needs-initiative>))

Suggested KPI's:

- # of students served through SOU basic needs programs (i.e. # of monthly touchpoints at Student Food Pantry, student-donated meal points, Cares notes, visits to Benefits Navigator and external referrals.)
- # of students served by La Clinica/Telus for physical and mental health needs & their satisfaction
- % of students indicating a sense of belonging (SSI survey/Campus Climate survey)
- # of students with SBH, Financial Literacy program participants, and other financial aid topics



SOU *THRIVE*

STUDENTS THRIVING

Workflows:

- *Future-Ready Enrollment Plan*
- *Investment Plan (Recruitment & Student Success)*

Objective 1d. Personal and Professional Development – Connect SOU students with external stakeholders, both to enhance their educational journey through experiential learning, and as a foundation for current and post-graduation employment opportunities.

Suggested KPI's:

- # of career experience opportunities and placements:
 - % of students participating in undergraduate research and/or creative projects
 - Career Services Utilization and Placement
 - Student Worker Positions available and employed (work study vs employer-paid)
 - First Destination responses
- Equity gap tracking (participation rates in the above, disaggregated by race/ethnicity, first-generation, Pell-eligible).
- Feedback and response from the Business Community on student readiness



SOU *THRIVE*

TEAM THRIVING

Workflows:

- *Investment Plan (Compensation & Marketing)*
- *Engagement Plan (communications / engagement / Campus Conversations)*

Objective 2a. Compensation – Provide a competitive and attractive compensation schedule for all SOU faculty and staff members.

Suggested KPI's:

- Comparison of SOU salaries to established benchmarks
- % of Employee turnover due to compensation (Exit interview data – we would need this to make this a digital process)



SOU *THRIVE*

TEAM THRIVING

Workflows:

- *Investment Plan (Compensation & Marketing)*
- *Engagement Plan (communications / engagement / Campus Conversations)*

Objective 2b. Workload Distribution – Optimize the strategic distribution of responsibilities, processes and tasks among and between all SOU team members.

Suggested KPI's:

- % of Employee turnover due to workload (Exit interview data)
- Faculty and Staff Survey Results



SOU *THRIVE*

TEAM THRIVING

Workflows:

- *Investment Plan (Compensation & Marketing)*
- *Engagement Plan (communications / engagement / Campus Conversations)*

Objective 2c. Morale and Campus Culture – Manage processes, procedures and expectations to allow all SOU team members the flexibility to achieve a harmonic equilibrium between their personal and professional lives.

From the National Institutes of Health (<https://pmc.ncbi.nlm.nih.gov/articles/PMC8282063/>)

Suggested KPI's:

- Attendance at and number of employee morale events and opportunities
- Vacation Day Balances and Utilization, including tracking the number of lost vacation days
- % of Employee turnover due to lack of ability to attain work/life balance (Exit interview data)
- # of Employee Recognition Events/Opportunities and percentage of employee attendance



SOU *THRIVE*

INSTITUTION THRIVING

Objective 3a. Enrollment - Stabilize and optimize enrollment and tuition revenues to benefit the institution

Suggested KPI's:

- Student credit hours per year for UG in-state, UG out-of-state, and UG WUE
- Remissions dollars per year for UG in-state, UG out-of-state, and UG WUE

Workflows:

- *Resiliency Plan*
- *Investment Plan (Reserves & Marketing)*
- *Financial Management Plan*
- *Engagement Plan (communications / engagement / Campus Conversations)*
- *Future-Ready Enrollment Plan*



SOU *THRIVE*

INSTITUTION THRIVING

Workflows:

- ***Resiliency Plan***
- ***Investment Plan (Reserves & Marketing)***
- ***Financial Management Plan***
- ***Engagement Plan (communications / engagement / Campus Conversations)***
- ***Future-Ready Enrollment Plan***

Objective 3b. Financial Stability – Establish and maintain a positive operating margin to support long-term viability and resilience to financial shocks allowing for mission fulfillment as well as investment.

Suggested KPI's:

- Reserve Ratio (compared to the cost of one full fall term expenses)
- Cash Flow Stability
- Net operating revenues ratio ($R > C$)



SOU *THRIVE*

INSTITUTION THRIVING

Workflows:

- ***Resiliency Plan***
- ***Investment Plan (Reserves & Marketing)***
- ***Financial Management Plan***
- ***Engagement Plan (communications / engagement / Campus Conversations)***
- ***Future-Ready Enrollment Plan***

Objective 3c. Effective Financial Management – Establish transparent processes and procedures to allow for an optimized management and oversight of budgets, cash flow, and strategic resource decision-making.

Suggested KPI's:

- Continued progress toward Workday implementation (# of issues identified and resolved in a year)
- % of budget managers with access to budget reports and information
- % of budget managers with training for decision making
- *Fidelity of Fiscal information – Implementation of CLA Report Recommendations



SOU *THRIVE*

INSTITUTION THRIVING

Workflows:

- ***Resiliency Plan***
- ***Investment Plan (Reserves & Marketing)***
- ***Financial Management Plan***
- ***Engagement Plan (communications / engagement / Campus Conversations)***
- ***Future-Ready Enrollment Plan***

Objective 3d. Collaboration With External Community Partners – Cultivate an environment where university departments are encouraged to foster connections with external partners to further university goals.

Suggested KPI's:

- # of employers engaged in university partnerships
- # of departments engaged with external partners