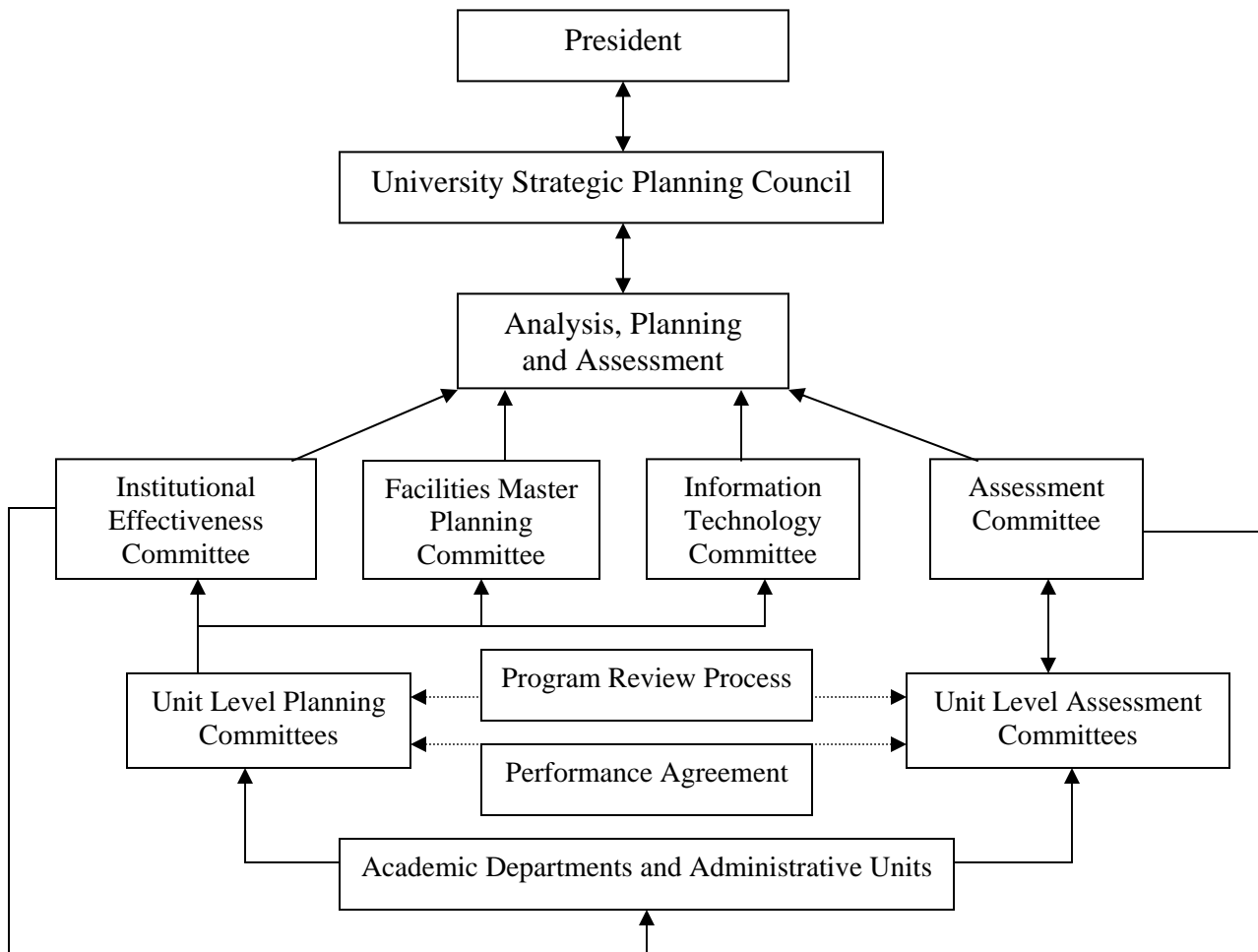


## Pittsburg State University Strategic Plan 2007 – 2012

### Introduction

Pittsburg State University has successfully completed its 2000 – 2005 strategic planning cycle and has embarked on the 2007 – 2012 planning cycle. This initial 2007 – 2012 planning document was developed utilizing the following documents: the 2003 Higher Learning Commission of the North Central Association 2003 Institutional Self-Study and the visiting team’s consultation report, the Stamats Marketing Communication Audit, the reports from the Centennial Commission, the Pittsburg State University Strategic Plan 2000 – 2005, the draft 2005 – 2010 Enrollment Management Plan as developed by the Enrollment Management Committee, the 2005 Diversity Plan as developed by the Diversity Committee, the Facilities Master Plan, the Information Technology Plan, unit level plans submitted to the Institutional Assessment and Effectiveness Committee as well as the Committee’s annual report, the 2000 – 2005 Library Plan, and the final report of the Pittsburg State University Second Century Task Force. All of these documents, as well as the accomplishments of the 2000 – 2005 planning cycle, are available online at the Office of Analysis, Planning and Assessment website – <http://www.pittstate.edu/inres/planning/index.html>.

### The Planning Model



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### University Strategic Planning Council

The University Strategic Planning Council (USPC) is involved with campus-wide initiatives of major scope and importance that often include more than one division. The Council, chaired by the President, who is the Chief Planning Officer, consists of one academic dean, five department chairs (one chair each from Business, Education and Technology, and 2 chairs from Arts and Sciences), six faculty members (one each from Business, Education, and Technology, two from Arts and Sciences, and one from Learning Resources), one classified employee (selected by the Classified Senate), two students (one undergraduate selected by SGA and one graduate selected by Graduate Student Association), the Director of Marketing, the Dean of Enrollment Management and Student Success, one representative from University Advancement, one representative from Administration and Campus Life, the Director of Analysis, Planning and Assessment, and two individuals from outside the institution. The three Vice Presidents, the Associate Vice President for Campus Life and Auxiliary Services, the General Counsel, the chairs of the four planning subcommittees, the Director of Intercollegiate Athletics, and the Administrative Assistant to the President serve as ex-officio members.

By receiving input from the Information Technology Committee, the Facilities Master Planning Committee, the Institutional Effectiveness Committee, and the Assessment Committee, the University Strategic Planning Council will (1) monitor and review the institution's mission and vision, (2) define the institution's core values, (3) assess the institution's strengths, weaknesses, opportunities and threats, and (4) establish the strategic goals for the university. From this informed perspective, the USPC will be the architect of the university's strategic plan. The University Strategic Planning Council will implement the strategic goals through action plan groups that are appointed by the President to focus on institutional strategic goals. These action plan groups will have the direct responsibility for the development and implementation of the operational plans to achieve the goals. Membership on these action plan groups will be based upon the focus of the specific institutional goal and individuals with the expertise and insight to develop the necessary action plans.

To facilitate effectively the continued growth and development of the university, budgeting will be closely aligned with the strategic plan. The President, who also chairs the University Strategic Planning Council, will ensure the congruence of the strategic plan and the institution's budget. The strategic planning process and the priorities it establishes will focus and guide the decision-making that serves to determine institutional funding priorities.

The Office of Analysis, Planning and Assessment, which reports to the Academic Vice President, will provide support to the University Strategic Planning Council for institutional research, data collection and data analysis. The Director will coordinate all information for the USPC, contribute directly to the campus strategic planning process and have the responsibility for environmental scanning.

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The University Strategic Planning Council shall meet on a regular basis and, on an annual basis (July 1st of each year), the council will issue a report summarizing planning activities and achievements for the previous year.

The President will report to the campus on an annual basis (September 1<sup>st</sup> of each year) regarding feedback from the process.

#### University Strategic Planning Council Standing Committees

There are four standing committees that report to the University Strategic Planning Council. They are the Institutional Effectiveness Committee, the Assessment Committee, Facilities Master Planning Committee, and the Information Technology Committee. These committees provide information and make recommendations to the University Strategic Planning Council. The Council incorporates the annual reports of these committees in its own report to the University community in the summer of each year. Following the narratives about each committee, the strategic planning organizational chart reveals the relationships of all units under the University Strategic Planning Council.

#### Assessment Committee

The Assessment Committee will provide ongoing data, information and recommendations on all aspects of student learning. The committee will primarily focus on assessment of student learning within the framework of the six general education goals, student learning within the major, the assessment of learning within all student support services, and the assessment of the learning environment. However, the committee will also assess student engagement with the institution and student satisfaction with the university as it relates to student learning.

The Assessment Committee will be chaired by a faculty member. Other members of this committee will include five faculty members (one from each college except for Arts and Sciences which will have two), five department chairs (one from each college except for Arts and Sciences which will have two), one representative from Learning Resources, one dean, the Associate Vice President for Campus Life and Auxiliary Services, the Dean of Enrollment Management and Student Success, the Director of Facilities Planning, one member from Advancement, the Assessment Coordinator, and the Director of Analysis, Planning and Assessment. The President and the Vice President for Academic Affairs will serve as ex-officio members of this committee.

The Assessment Committee will meet regularly. The Director of Analysis, Planning and Assessment will prepare the annual report (May 1<sup>st</sup> of each year). The annual report will be presented to the President, the Vice Presidents, the deans, and other members of the University community. The annual report will also be presented to the University Strategic Planning Council along with recommendations for issues to consider that affect strategic planning at the university.

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### Institutional Effectiveness Committee

The Institutional Effectiveness Committee will provide ongoing planning data and information that relates to (1) the assessment of academic departments and the learning environment, (2) the assessment of administrative units (academic support units and institutional support units) and their role in supporting the academic mission of the university (almost all of the administrative units conduct annual planning activities), and (3) the strategic direction of all units on campus. These distinct organizational units, with different functions and outcomes, are coordinated through this process.

This committee will provide that coordination and will also provide the process for grassroots planning coupled with institutional assessment that has served Pittsburg State University since 1984. Most of these activities are already in place and functioning.

The Institutional Effectiveness Committee will be chaired by a faculty member. Other members of this committee include five faculty members (one from each college and one from Learning Resources), five department chairs (one from each college except for Arts and Sciences which will have two), one dean, one member from Administration and Finance, one representative from Campus Life and Auxiliary Services, one representative from Enrollment Management and Student Success, the Director of Analysis, Planning and Assessment, one member from Advancement, and one member from Intercollegiate Athletics.

The Institutional Effectiveness Committee will meet regularly. The Director of Analysis, Planning and Assessment will prepare the annual report (April 1<sup>st</sup> of each year). The annual report will be presented to the President, the Vice Presidents, the deans, and other members of the University community. The annual report will also be presented to the University Strategic Planning Council along with recommendations for issues to consider that affect strategic planning at the university.

Unit review and assessment documents will include the following eight sections:

1. Unit Mission
2. Unit Vision
3. Unit Linkage to Academic Mission
4. Goals
5. Alignment of Goal to University Goals
6. Objectives
7. Strategies
8. Performance Measurements

The assessment process and report demonstrates that assessment information is being actively used to improve institutional effectiveness.

### Facilities Master Planning Committee

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The Facilities Master Planning Committee meets monthly to establish and monitor the institution's strategic facilities master plan, oversee and review construction progress on new facilities and prioritize and monitor renovation projects. It is chaired by the Director of Facilities Planning. Other members of this committee include the three Vice Presidents, the Associate Vice President for Campus Life and Auxiliary Services, the Legislative Liaison, the Director of Building Trades, the Director of Custodial and General Services, the Director of Intercollegiate Athletics, the Director of Information Systems, the Director of Analysis, Planning and Assessment, and the General Counsel with the President an ex-officio member. The committee submits a Facilities Master Plan to the University Strategic Planning Council on an annual basis (May 1<sup>st</sup> of each year), focusing on facilities planning activities for the previous year.

#### Information Technology Committee

The Information Technology Committee meets bi-weekly to develop and monitor the implementation of the strategic plan for improvements to the university's information technology systems and infrastructure. It is chaired by the Director of Information Systems. Other members of this committee include the three Vice Presidents, the Associate Vice President for Campus Life and Auxiliary Services, the Dean of Enrollment Management and Student Success, one academic dean, the Dean of Learning Resources, the Director of Analysis, Planning and Assessment, the chair of the Faculty Senate Information Technology Committee, and one student selected by the Student Government Association, with the President as an ex-officio member. The Information Technology Committee submits a report to the University Strategic Planning Council on an annual basis (May 1<sup>st</sup> of each year), focusing on information technology planning activities for the previous year.

#### Program Review and Performance Agreement Processes

A significant change that this planning model incorporated was the inclusion of two other significant activities that have previously resided outside the strategic planning process, program review and performance indicators. Previously, these two activities, while directly tied to the institution's strategic plan, were not part of the planning process. By incorporating these two activities within the strategic planning framework, they become aligned with the institution's strategic direction and more integrated into the budgeting and resource allocation process. There is a direct tie between planning, assessment and institutional effectiveness.

#### **University Mission**

Pittsburg State University, a comprehensive regional university, provides undergraduate and graduate programs and services to the people of Southeast Kansas, but also to others who seek the benefits offered. This is accomplished by the unique combination of academic programs in the four colleges of the University: Arts and Sciences, Business, Education, and Technology. The University is equally committed to fulfilling its

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statewide mission in technology and economic development by facilitating partnerships with secondary and post-secondary educational institutions, businesses and industries.

The University supports an organizational and interpersonal structure that actively encourages individuals to achieve their potential. The University provides programs and services that create opportunities for students and other individuals to develop intellectually, ethically, aesthetically, emotionally, socially and physically. The University provides intellectual leadership and multicultural experiences that contribute to the preservation of the heritage of the region and the enhancement of its inhabitants. Finally, the University recognizes the world as interdependent and, thus, seeks to promote a broad and interactive international perspective.

The University fulfills the traditional academic missions of teaching, scholarship and service. Excellence in teaching is the primary focus of the University. The University recognizes that active scholarship and creativity add vitality to teaching, expand and refine the knowledge base and are instrumental to the professional development of the faculty and staff. Programs of professional and community service promote and strengthen University endeavors. Pittsburg State University fosters a campus culture of assessment and accountability that supports strategic planning and the continuous improvement of its academic programs and administrative processes.

### **Values**

- The dignity and worth of all people
- A student centered philosophy
- The richness created by exposure to diverse people, cultures and thought
- Freedom of expression and inquiry
- Innovation through strategic planning, assessment and accountability
- Fair policies and procedures, shared governance and collegiality
- Respect, justice, honesty, integrity and civility in the university community
- Excellence in teaching and learning, discovery and scholarship, and engagement
- The dignity and worth of work
- A well-maintained, attractive, safe and modern campus environment
- Leadership in the state, nation and world to improve the quality of life for all
- Mutually beneficial relationships with alumni and friends
- The highest quality in all that we do
- Managed enrollment growth
- Partnerships with the region and the people of Kansas
- Partnerships with government leadership at local, state and national levels

### **Vision**

Pittsburg State University will be a learning-centered institution while it pursues excellence in teaching and learning, discovery, and engagement.

## **Vision Elements**

### Learning Centered

This means that Pittsburg State University strives to become a fully committed learning organization where all constituents are partners in learning. Learning becomes an active endeavor and focused on learning outcomes. This means focusing on assessing what is learned and improving learning by using the assessment results to make improvements. Decisions are guided by the question “How does this improve learning?”

### Excellence

Excellence means we focus on setting high standards and striving to achieve them. We continually assess and evaluate all aspects of the institution and use what we learn to make improvements.

### Teaching and Learning

Teaching and learning are central to all that we do. It means that we recognize that we are all learners and we continually strive to acquire, apply and impart knowledge. This means that the old model of teaching being active, learning being passive, and faculty transferring knowledge to students, gives way to an active learning environment where all constituents are teachers and learners.

### Discovery

This means that Pittsburg State University will promote learning for all of its constituents by maintaining and supporting a culture of inquiry and creativity based on the tenant of academic freedom. In the case of Pittsburg State University this also means the application of what is learned (by doing learn) and using discovery to solve problems as well as to advance knowledge.

### Engagement

Pittsburg State University engages all of its constituents in mutually beneficial relationships to advance teaching and learning, and discovery.

## **Strengths, Weaknesses, Opportunities and Threats**

### Strengths

- Quality and commitment of faculty and staff
  - Strong faculty-student relationships
  - Strong staff-student relationships
  - Strong faculty-faculty relationships
- The College of Technology and the Kansas Technology Center

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- Engagement in the region with BTI/KTEC
  - The polymer research initiative
  - Commitment to developing a campus culture of assessment
  - Campus culture of planning and implementation
  - Comprehensive academic programs
  - Professional accreditation in seven academic programs
  - Community support locally and in southeast Kansas
  - A cultural presence in the region with KRPS and Public Radio
  - Strong athletics programs and facilities
  - Selected graduate programs at the master's and specialist degree levels
  - Support of alumni and friends
  - Honors College students and courses
  - International campus culture
  - Support from local legislators
  - Campus facilities and a safe environment – a pedestrian campus
  - Administrative leadership at all levels
  - Strategic planning model
  - Academic computer support for students
  - PSU Foundation support
  - Volunteers
  - Student spirit
  - Student leadership opportunities
  - Community colleges relationships
  - The ability to plan and follow through
  - Faculty and staff recognition at the state, national and international level
  - Reasonable tuition and fees
  - K.C. Metro Center
  - Support from industry and corporate partners

### Weaknesses

- Increasing tuition
- Lack of scholarship funds
- Lack of a coordinated retention strategy/programming
- A growing reliance on adjunct faculty
- Difficulty developing qualified recruiting pools for instructional positions
- Age and configuration of residence halls
- Unprepared for the growing minority college going population
- Lack of adequate resources to address campus safety with regard inclement weather.
- Lack of undergraduate and graduate research opportunities
- Age distribution of PSU work force
- Ability to sustain momentum with limited resources
- Library resources

- Increasing need for instructional equipment
- Faculty and staff development
- Compensation
- Diversity of faculty, staff and students
- Resistance to change
- Safe highways in southeast Kansas and to Overland Park and Wichita
- Average graduation rates
- Lack of training and orientation for new employees
- Campus is “land-locked” on three sides
- Lack of a long-term strategy for the K.C. Metro Center

### Opportunities

- Strong university/community relations
- International presence and programs
- Business and industry ties
- Strategic planning
- Assessment of student academic learning
- Student leadership initiatives
- Community engagement locally and regionally
- Information Technology
- Expanded research endeavors
- Fine and Performing Arts Center
- Business Center to locate academic programs and BTI
- Library Expansion – includes the physical building as well as all forms of holdings
- New and expanded academic programs
- Emerging student markets
- Expand presence in Kansas City/Wichita/Tulsa
- Regional Economic Alliance
- Institutional Marketing
- Capital Campaign

### Threats

- Inadequate state and federal funding of higher education
- Federal financial aid not keeping pace with inflation and rising tuition
- Increased competition for state resources
- Centralization of state processes
- Rapid changes in technology
- Potential changes in post-secondary governance
- Limitations to academic freedom – societal pressures
- Increased competition for students and faculty
- Escalating violence in society

- Declining college student population in southeast Kansas
- Increasing competition for institutions both public and private, offering internet based degree programs
- The growing number of online degree programs

### **Strategic Goals for Pittsburg State University**

#### **Goal 1 Enhance learner success.**

- a. Enhance teaching and learning.
- b. Manage enrollment growth (includes recruitment and retention).
- c. Through a revitalized program review process, examine the university's program mix, evaluate underperforming programs, and establish new degree programs that will prepare students for productive careers.
- d. Foster a supportive yet challenging living, learning and working environment with services and programs that promote learner success and wellness.
- e. Recruit, retain, and develop well qualified faculty and staff.
- f. Maintain an aesthetically pleasing campus.
- g. Keep facilities clean and in good repair.
- h. Maintain and enhance all aspects of campus safety.
- i. Enhance the quality and diversity of the campus human resources.
- j. Develop internships, field experiences, and/or service learning opportunities for all degree programs.
- k. Develop the plans for the implementation of two doctoral degrees in program areas unique to Pittsburg State University.
- l. Provide opportunities and resources to help faculty improve their teaching effectiveness as well as to assist students to become better learners.
- m. Develop and support interdisciplinary programs, international degree programs, and inter-institutional arrangements with universities in other countries as well as domestically.

- n. Provide current and affordable student housing with programs and services that support student success.

**Goal 2 Enhance discovery and research.**

- a. Establish a stable funding source to provide adequate support for professional development.
- b. Establish opportunities and resources to improve and enhance the institution's commitment to discovery and research.
- c. Pursue resources for equipment and facilities to support discovery and research.
- d. Foster a culture of discovery and research that celebrates the achievements of faculty, students, and staff.
- e. Continue to support and further develop the Kansas Polymer Research Center.

**Goal 3 Enhance engagement and interaction with external stakeholders to stimulate cooperative and progressive growth and development.**

- a. Continue to develop Pittsburg State University as a cultural center. This includes the establishment of a fine and performing arts facility, an improved art gallery, and the continued support of KRPS.
- b. Enhance and support the Business and Technology Institute. This includes developing stronger linkages with academics and the University's role in economic development.
- c. Increase service-related activities that contribute toward the social, cultural, and educational improvement of the community and region
- d. Extend the utilization of national advisory councils for the mutual benefit of the University and external stakeholders.
- e. Enhance relationships with the local community colleges and school districts.
- f. Enhance relationships with elected officials and governmental agencies at the local, regional, and state levels.
- g. Maximize the full potential of the Kansas Technology Center and its impact on academic pursuits as well as regional development.

**Goal 4 Embrace emerging technologies.**

- a. Enhance the Leonard Axe Library and information technology resources necessary to support academic excellence in teaching and learning, discovery, and engagement.
- b. Utilize the use of appropriate technologies to enhance business partnerships with the university to improve all business processes while also automating internal business processes.
- c. Enhance the use of appropriate technologies to broaden and improve the learning environment.
- d. Enhance the use of appropriate technologies to broaden and improve student success.
- e. Maintain a current, secure and reliable information technology infrastructure.
- f. Continually review and analyze new technologies as they relate to the major educational goals of the University.
- g. Provide the infrastructure necessary to support online course offerings and degree programs.
- h. Provide professional development opportunities so we achieve optimal utilization of the technology we have available.
- i. Develop the necessary policies, processes, systems, and training to enhance the security of personal information the University collects and retains.

**Goal 5 Obtain the resources necessary to support the University's strategic goals while maintaining sound fiscal management strategies that are clearly articulated to all constituents.**

- a. Develop a detailed fundraising plan and accountability structure that ties this activity to Goals 1 through 4 above.
- b. Pursue additional state funding.
- c. Continue to develop policies and procedure that enhance the efficient and effective use of institutional resources.

- d. Continue to pursue a tuition strategy that reflects the institution's mission.
- e. Increase the number of patents and patent income controlled by the university.
- f. Establish and implement an integrated marketing strategy.
- g. Establish and implement a campus communication strategy.
- h. Establish energy and resource conservation practices that move the University towards more environmentally sound practices.
- i. Foster a competitive Intercollegiate Athletics Program.
- j. Enhance institutional sustainability efforts – become more environmentally friendly.
- k. Enhance funding from external grants and contracts.