

**PITTSBURG STATE UNIVERSITY  
PITTSBURG, KANSAS**

**STRATEGIC PLANNING, 2000-2005**

**INTRODUCTION**

Pittsburg State University began a systematic planning process in 1984, and continued to improve on its planning activities for nearly a decade and a half. A tradition of planning from the unit level to the college and university level characterized this effort. One of the positive accomplishments of this planning was the education of more than a hundred faculty and administrators on university issues and aspects of planning through their participation on the planning committee over these years. This human resource constitutes one of the university's most valuable strengths. Another strength resulting from planning was the experience of setting priorities. Pittsburg State University learned that it could not seize every opportunity, grasp every possibility, or pursue every avenue of advancement. The university learned to define a direction and pursue its future with a focused determination. The strategic planning process enabled the university to set priorities to achieve maximum results with available resources.

During the 1990s, the university experienced a change in the presidency twice, which required some attention to several specific aspects of planning. Many strategic goals were in process and others were slated to begin in the near future. Continuity and planning stability were vital at these transitional points in time. The planning model in place allowed strategic goal achievement to continue forward without disruption.

The new university president, Thomas W. Bryant, determined in 1999 that the time had come to consolidate university planning in a more structured system. This strategic planning document presents the process by which the university accomplishes its planning needs. Much has changed in the planning, assessment and institutional effectiveness arenas since 1984, and the time has come to make some adjustments to the strategic planning process at Pittsburg State University. In this vein, the following is the planning model for Pittsburg State University. It is based on institutional history and foresight, and grounded in the belief that shared governance is critical to the future of Pittsburg State University. In one form or another, all members of the Pittsburg State University family will have input into the institution's strategic plan, its implementation and its assessment.

**STRATEGIC PLANNING**

With the arrival of President Bryant, the university leadership began the process of a self-analysis to set the stage for proactive planning. First, a President's Council retreat was held for the purpose of conducting a Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis. Institutional strengths, weaknesses, opportunities and threats were identified and discussed in depth. Following this, a major task force involving individuals from across the campus was convened to conduct a Beginning Baldrige self-administered assessment process. After many months, a comprehensive assessment document built around the Baldrige criteria was produced.

The specific areas of self-assessment were leadership, strategic planning, student and stakeholder focus, information and analysis, faculty and staff focus, education and support process management and organizational performance results.

Based on the insights gained from these two initiatives, the mission and vision of the university were revisited, core values were articulated, the SWOT analysis was completed and extensive internal analyses were conducted.

## **UNIVERSITY VISION**

Pittsburg State University embraces an inclusive vision for the future that involves all constituents and their welfare. The university strives for excellence in all of its endeavors as it serves Kansas and the nation. Through the first one hundred years of its existence, the university has seen its values become a part of its graduates who have gone throughout the world to make their own contributions to the betterment of humankind. The university takes special pride in honoring those who have served their country to defend freedom here and abroad. The university vision for the future includes the three-fold definition of a university that values teaching and learning, discovery, and engagement.

In teaching and learning, the university attempts to attract highly qualified members of the faculty and the staff to serve the students in the best possible way. The university expects to enroll qualified students from Kansas, the United States, and the world and provide them with valid academic programs and student life experiences that will prepare them for productive lives and careers. The university offers a wide range of baccalaureate degree programs, selected master's degree programs, specialist degree programs, and aspires in time to offer selected doctoral programs in areas of particular strength. The university pledges to provide outstanding facilities for teaching and learning that includes a modern library, the latest in laboratory equipment, and a viable and supportive information system. The university further pledges to maintain a pleasing campus and the finest of student life facilities. The university accepts its accountability to all constituents through external peer review and internally through the development of a culture of assessment that validates all student academic learning, makes adjustments through an analysis of the assessment program, and incorporates all recommendations into its strategic planning process.

The university believes that teaching and learning must include not what is known but also knowledge at the edges of discovery. The university supports faculty development through attendance at learned and professional meetings, by providing excellent research support facilities and equipment, and by offering a system of sabbatical leaves, special academic leaves, and financial support. The university also pledges to each student that the element of the discovery of new knowledge will become a part of the curriculum and programs of study to create an environment of learning that consists of a synthesis of the known but also the excitement of discovering the unknown.

The university senses a deep commitment to engage the local community and region, the state, and the nation through public service. The university has specialized centers and highly skilled people who cooperate in creating a progressive and productive society that fosters economic

development, environmental awareness, humane services, health care, intellectual stimulation through better schools, and the maintenance of helping organizations needed in modern society.

## **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 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.

## **UNIVERSITY DIVISION MISSIONS**

### **DIVISION OF ACADEMIC AFFAIRS**

Academic Affairs is organized into the four colleges. They are the College of Arts and Sciences, Kelce College of Business, College of Education, and College of Technology. The four colleges offer a comprehensive array of undergraduate programs and selected graduate programs. The ultimate goal of this division is to provide courses and degree programs to prepare students for employment or graduate and professional education. The assessment of student academic learning is central to the mission of the Division of Academic Affairs.

### **DIVISION OF STUDENT AFFAIRS**

Student Affairs exists for the education of the students. The ultimate responsibility of the division is to ensure that everything it does helps to make the University work for the education and life-long enrichment of the students. Housing, dining, and social outlets enable the students

to have an enjoyable college life apart from classes and study. Programming for students includes leadership and personal growth opportunities.

#### **DIVISION OF ADMINISTRATION AND FINANCE**

The Division of Administration and Finance is an active partner in fulfilling Pittsburg State University's mission of teaching, scholarship, and service. The Division provides leadership, support and stewardship in the management of human, financial, physical, material and information resources.

#### **DIVISION OF UNIVERSITY ADVANCEMENT**

The mission of the Division of University Advancement, which is accomplished through a partnership of faculty, staff, alumni, friends, and volunteers, is to support the university by:

- Promoting the development of enduring regard for the university among its various publics through a variety of communications media and strategies
- Working with the University Foundation to raise private funds to enable the university to achieve its mission.
- Creating and supporting mutually beneficial relations with alumni and friends
- Helping position the university as a center of intellectual and cultural enrichment

#### **UNIVERSITY PLANNING COORDINATES**

Pittsburg State University has had several planning sessions devoted to the identification of the core values as well as the strengths, concerns, opportunities and threats. These have been reviewed periodically as the basis for all university planning. They define the university's coordinates for all its constituents.

#### **UNIVERSITY CORE VALUES INCLUDE**

- The dignity and worth of all people
- A student centered philosophy
- Diversity and cultural sensitivity
- 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
- Excellence in teaching and learning, research and scholarship, and service
- 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

#### **UNIVERSITY STRENGTHS INCLUDE**

- Quality and commitment of faculty and staff
- Comprehensive academic programs
- Professional accreditation in seven academic programs
- Community support locally and in southeast Kansas
- Engagement in the region with BTI/KTEC
- A cultural presence in the region with KRPS and Public Radio
- Strong athletics programs
- Selected graduate programs at the master's and specialist degree levels
- Support of alumni and friends
- Honors College students and courses
- International campus culture
- Strong support from local legislators in the state legislature
- Campus facilities and a safe environment
- Administrative leadership at all levels
- Strategic Planning Model
- Academic computer support for students
- PSU Foundation support
- Community relationship
- Assessment Culture and Process
- Volunteers
- Student spirit
- Student leadership opportunities
- Community Colleges relationships

#### **UNIVERSITY CONCERNS INCLUDE**

- Age distribution of work force
- Ability to sustain momentum with limited resources
- Gender equity
- Library resources
- Increasing need for instructional equipment
- Faculty and staff development
- Scholarship endowment funds
- Compensation
- Diversity of faculty, staff and students
- Resistance to change
- Safe highways in southeast Kansas and to Overland Park and Wichita

## **UNIVERSITY OPPORTUNITIES INCLUDE**

- 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
- Greek Court
- Student Recreation Center
- Library Expansion
- New and expanded academic programs
- Emerging markets
- Expand presence in Kansas City/Wichita
- Centennial 2003 Celebration
- Regional Economic Alliance
- Capital Campaign Launched in 2003

## **UNIVERSITY THREATS INCLUDE**

- Inadequate funding of higher education
- Increased competition for state resources
- Centralization of state processes
- Rapid changes in technology
- Potential changes in post-secondary governance
- Limitations to academic freedom
- Increased competition for students and faculty
- Escalating violence in society
- Declining college student population in southeast Kansas

## **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, four department chairs (one from each college), five faculty members (one from each college 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 intercollegiate athletics and two individuals from outside the institution. The four vice presidents, the director of planning and analysis, the chair of the North

Central Steering Committee and the administrative assistant to the president will serve as ex-officio members.

By receiving input from the President's Council, the Information Technology Committee, the Facilities Master Planning Committee, the Enrollment Management Committee, the Diversity Committee, and the Institutional Assessment/Effectiveness 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, concerns, 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 planning and analysis, which reports to the 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.

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. Every fourth year this report would also include the institution's next five-year plan (the next five-year plan will be developed in 2004-2005).

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 five standing committees that report to the University Strategic Planning Council. They are the Institutional Assessment and Effectiveness Committee, Facilities Master Planning Committee, Information Technology Committee, Enrollment Management Committee, and the Diversity 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 organization chart reveals the relationships of all units under the University Strategic Planning Council.

## **INSTITUTIONAL ASSESSMENT AND EFFECTIVENESS COMMITTEE**

The Institutional Assessment and Effectiveness Committee will provide ongoing data and information that relates to (1) the assessment of academic departments, academic programs and the learning environment (program review, assessment of degree programs and of general education) and (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). 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 Assessment and Effectiveness Committee will have two sub-committees. One will focus on academic units, academic programs and the learning environment, and the other will focus on the administrative units (academic support units and institutional support units) and how they support the academic mission of the university.

The Institutional Assessment and Effectiveness Committee will be co-chaired by the director of assessment and the director of planning and analysis. Other members of this committee include five faculty members (one from each college and one from learning resources), four department chairs (one from each college), one dean, one member from administration and finance, one member from student affairs, one member from advancement and one member from intercollegiate athletics. The president will serve as an ex-officio member of this committee.

The Institutional Assessment and Effectiveness Committee meets regularly. The Director of Assessment prepares the annual report (May 1<sup>st</sup> of each year) on the Assessment of Student Learning at Pittsburg State University that includes sections on the assessment of student learning in the major field of study and in general education. That report is presented to the president, the vice presidents, and the school deans, and other members of the University community. The annual report is also 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 six sections:

1. Unit Mission
2. Unit Vision
3. Goals
4. Objectives
5. Strategies
6. Performance Measurements

The assessment process and report demonstrates that assessment information is being actively used to improve the programs and learning environment.

## **FACILITIES MASTER PLANNING COMMITTEE**

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 four vice presidents, the legislative liaison, the director of the physical plant, the director of intercollegiate athletics, the director of information systems, and the director of planning and analysis, 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 a 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 four vice presidents, one academic dean, the dean of learning resources, the director of planning and analysis, 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.

## **ENROLLMENT MANAGEMENT COMMITTEE**

The Enrollment Management Committee meets on a regular basis to develop and monitor a comprehensive strategic enrollment management plan and to make recommendations, as it deems necessary, on issues related to recruiting, retaining and graduating students. The university's marketing effort to recruit and retain quality students works in conjunction with the work of the Enrollment Management Committee. The director of admission and retention serves as chair of this committee. Members include the director of planning and analysis, the director of financial assistance, one academic dean, four faculty (one from each college), the director of marketing, the director of international affairs, one classified employee selected by Classified Senate, two students selected by the Student Government Association, with the president and the vice president for student and international affairs serving as the ex-officio members. The Enrollment Management Committee submits a report to the University Strategic Planning Council on an annual basis (May 1<sup>st</sup> of each year) focusing on enrollment planning activities for the previous year.

## **DIVERSITY COMMITTEE**

The Diversity Committee meets on a regular basis to develop and monitor a comprehensive plan to diversify the Pittsburg State University faculty, students and staff. The Diversity Committee submits a report to the University Strategic Planning Council on an annual basis (May 1<sup>st</sup> of each year), focusing on diversity planning activities for the previous year.

Adopted by Strategic Planning Council on August 8, 2002

**PITTSBURG STATE UNIVERSITY  
PITTSBURG, KANSAS**

**STRATEGIC PLANNING ORGANIZATION CHART**

# **PITTSBURG STATE UNIVERSITY**

## **PITTSBURG, KANSAS**

### **STRATEGIC PLAN, 2000-2005**

#### **INTRODUCTION**

Pittsburg State University's Strategic Plan embraces goals and objectives in the areas of learning and teaching, discovery, engagement, student life, and campus facilities. The university defines its goals and objectives in the context of its mission. These goals and objectives guide the university at all levels in fulfilling the mission.

#### **LEARNING AND TEACHING**

GOAL 1/OBJECTIVES 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12

GOAL 2/OBJECTIVES 1, 2, 3, 4, 5, 6, 7

GOAL 3/OBJECTIVES 1, 2, 3, 5, 6

GOAL 5/OBJECTIVES 1, 2, 3, 4, 5, 6, 7, 8

GOAL 6/OBJECTIVES 2, 3, 4

GOAL 7/OBJECTIVES 1, 2, 3, 4, 5

GOAL10/OBJECTIVES 1, 2, 3, 4

#### **STUDENT LIFE**

GOAL 3/OBJECTIVES 1, 2

GOAL 4/OBJECTIVES 1, 2, 3, 4, 5, 6, 7, 8, 9

GOAL 6/OBJECTIVES 1

GOAL 8/OBJECTIVES 1, 2, 3, 4, 5, 6

GOAL 9/OBJECTIVES 1, 2, 3, 4, 5

#### **DISCOVERY**

GOAL 2/OBJECTIVE 1, 2, 3, 6, 7

GOAL 7/OBJECTIVES 1, 2

#### **ENGAGEMENT**

GOAL 3/OBJECTIVES 1, 2, 3, 4, 5, 6

GOAL 7/OBJECTIVES 3, 4

GOAL 8/OBJECTIVES 1, 2, 3, 4, 5, 6

GOAL10/OBJECTIVES 1, 2, 3, 4

## **CAMPUS AND FACILITIES**

GOAL 1/OBJECTIVE 12  
GOAL 2/OBJECTIVE 1  
GOAL 3/OBJECTIVES 1, 2, 3,  
GOAL 4/OBJECTIVES 8, 9  
GOAL 8/OBJECTIVE 5  
GOAL 9/OBJECTIVES 1, 2, 3, 4, 5

## **ACADEMIC GOALS, OBJECTIVES, AND STRATEGIES**

### **GOAL 1 – ENHANCE ACADEMIC EXCELLENCE**

OBJECTIVE 1 Enhance a campus culture of learning and involvement  
STRATEGY A Develop an Academic Strategic Plan.  
RESPONSIBLE Vice President for Academic Affairs  
STATUS Plan to be presented to the President’s Council by 10.1.02.

OBJECTIVE 2 Establish a campus culture of academic outcomes assessment  
STRATEGY A Promote the Academic Assessment Plan.  
STRATEGY B Conduct the annual assessment of student academic learning.  
STRATEGY C Conduct the annual assessment of academic and staff support units.  
RESPONSIBLE Director of Assessment  
STATUS Continuing

OBJECTIVE 3 Maintain a strong co-curricular environment  
STRATEGY A Administer student affairs through the Master Strategic Plan for the division.  
RESPONSIBLE Vice President for Student and International Affairs  
STATUS Continuing

OBJECTIVE 4 Develop and support interdisciplinary programs, international degree programs, and inter-institutional agreements with universities in other countries.  
STRATEGY A Conduct and evaluate a periodic study of interdisciplinary programs and the potential to develop other such programs.  
STRATEGY B Develop appropriate international degree programs.  
STRATEGY C Maintain an active relationship with selected international universities, review the agreements periodically, and end inactive agreements.  
RESPONSIBLE President and Vice President for Academic Affairs.  
STATUS Continuing

- OBJECTIVE 5 Develop planning for two doctoral degree programs. The first one to be a cooperative program between the College of Technology and the College of Business (a Ph.D degree in Technology Management) and the other in the College of Education (a Ph.D degree in Counseling).
- STRATEGY A Establish a Action Plan Group to prepare a report on the feasibility of offering these two degrees, the resources available presently, and additional resources needed.
- RESPONSIBLE President
- STATUS Continuing
- OBJECTIVE 6 Establish and maintain a student faculty ratio of 20:1
- STRATEGY A Conduct an annual review of the student-faculty ratio in the University Council for Strategic Planning.
- RESPONSIBLE President
- STATUS Continuing
- OBJECTIVE 7 Through the Board of Regents Program Review, examine the university's program mix, evaluate inactive programs, and establish new degree programs that will prepare students for productive careers. The Program Review process occurs through periodic review of each department as well as specific review if indicators warrant it.
- STRATEGY A The University Strategic Planning Council will consider all program review documents.
- RESPONSIBLE Vice President for Academic Affairs
- STATUS Continuing
- OBJECTIVE 8 Enhance the General Education curriculum that will allow students to become knowledgeable of global resources, understand diversity in the world context, and relate to global issues.
- STRATEGY A Conduct a periodic review of General Education.
- RESPONSIBLE Vice President for Academic Affairs
- STATUS Continuing
- OBJECTIVE 9 Increase departmental funding to a level at which academic programs have adequate resources to achieve their curricula goals.
- STRATEGY A Identify departmental needs in the annual assessment reports.
- RESPONSIBLE President
- STATUS Continuing
- OBJECTIVE 10 Increase faculty, staff, and administrators salaries to compete regionally and nationally for new personnel.
- STRATEGY A Conduct annual reviews.
- RESPONSIBLE President
- STATUS Continuing

OBJECTIVE 11 Continue to cooperate with the surrounding community colleges to facilitate the seamless transfer of students to Pittsburg State University.

STRATEGY A Conduct periodic reviews of relationships with the community colleges in southeast Kansas and identify cooperative measures to pursue.

RESPONSIBLE Dean, Continuing Education

STATUS Continuing

OBJECTIVE 12 Relocate the Kelce College of Business to a new site near the Kansas Technology Center to provide facilities of the College of Business, the Business and Technology Institute, and the Conference Center.

STRATEGY A Identify private resources of about \$20,000,000 to achieve this objective.

RESPONSIBLE President

STATUS Continuing

**GOAL 2                    ENHANCE THE LEONARD AXE LIBRARY AND INFORMATION TECHNOLOGY RESOURCES NECESSARY TO SUPPORT ACADEMIC EXCELLENCE IN TEACHING AND RESEARCH.**

OBJECTIVE 1 Increase the capacity of the Leonard Axe Library to have more space for the collections and programs

STRATEGY A Develop a Strategic Master Plan for the development of the library during the next decade to present to the University Strategic Planning Council

RESPONSIBLE Dean, Learning Resources

STATUS Plan due May 1, 2003

OBJECTIVE 2 Increase significantly the library holdings of books and periodicals.

STRATEGY A Implement recommendations in the Strategic Master Plan of the library..

RESPONSIBLE Dean, Learning Resources

STATUS Plan due May 1, 2003

OBJECTIVE 3 Enhance access to other data sources and libraries via the internet.

STRATEGY A Implement recommendations in the Strategic Master Plan of the library.

RESPONSIBLE Dean, Learning Resources

STATUS Plan due May 1, 2003

OBJECTIVE 4 Make all classrooms and laboratories capable of full interactivity.

STRATEGY A Prepare status reports in each of the four colleges to present to the University Strategic Planning Council.

RESPONSIBLE Deans of the Colleges of Arts and Sciences, Business, Education, and Technology.

STATUS Reports due May 1, 2003

OBJECTIVE 5 Establish a Center for Teaching Excellence.

STRATEGY A Conduct a planning review of the organization and cost of such a center.

RESPONSIBLE Vice President for Academic Affairs

STATUS Plans for the Center for Teaching Excellence should be presented to the President's Council for review by May 1, 2003

OBJECTIVE 6 Establish and maintain state-of-the-art instructional technology and provide continuing instructional technology training for the faculty.

STRATEGY A Prepare an annual report on accomplishments for this objective and recommendations for budget planning.

RESPONSIBLE Deans of the Colleges of Arts and Sciences, Business, Education, and Technology.

STATUS Reports due to the President's Council by May 1 annually

OBJECTIVE 7 Establish a Center for Research.

STRATEGY A Develop a plan relating to the organization, function, and financing of such a center.

STRATEGY B Establish a Faculty Research Commission to prepare a report on research activities at the university and funding needs to increase the quality and quantity of research produced.

STRATEGY C Develop a plan to encourage the faculty to secure more patents for their research achievements.

RESPONSIBLE Vice President for Academic Affairs

STATUS Report due to the President's Council by May 1, 2003

**GOAL 3 CONTINUE TO DEVELOP PITTSBURG STATE UNIVERSITY AS A CULTURAL CENTER.**

OBJECTIVE 1 Establish a Native American Cultural Preservation Center on campus.

STRATEGY A Develop a plan for the organization, operating, and funding of such a center.

RESPONSIBLE Vice President for Student and International Affairs

STATUS Report due to the President's Council by May 1, 2003

OBJECTIVE 2 Build a Fine and Performing Arts Center to house all forms and sizes of productions.

STRATEGY A Develop a plan to secure private funding for this project.

RESPONSIBLE President

STATUS Reports due annually to the University Strategic Planning Council

OBJECTIVE 3 Develop a plan to enhance the University Art Gallery space for exhibits and also to plan for a facility to house the Gallery.

STRATEGY A Develop a Master Strategic Plan for the Art Gallery.

RESPONSIBLE Dean, College of Arts and Sciences

STATUS Report due to President's Council by May 1, 2003

OBJECTIVE 4 Foster the University's Public Radio Station, KRPS.

STRATEGY A Conduct of review of current programming, equipment needs, and current funding needs.

RESPONSIBLE Vice President for University Advancement

STATUS Report due to the President's Council on May 1, 2003

**OBJECTIVE 5** Increase funding to support an outstanding performing arts series.  
**STRATEGY A** Review programming and additional funding needs.  
**RESPONSIBLE** Vice President for Student and International Affairs  
**STATUS** Report due to the President's Council on May 1, 2003

**OBJECTIVE 6** Expand the variety and number of guest speakers and lecturers.  
**STRATEGY A** Establish a standing committee to coordinate all guest speakers and lecturers visiting the university campus. The committee shall strive to increase the number of speakers and identify funding to engage them.  
**STRATEGY B** Foster the existing guest speaker series including the Department of English Visiting Speakers Series, the Brandenburg Series, the Women in Government Series, and the Timmons Chapel Program Series.  
**RESPONSIBLE** Dean, College of Arts and Sciences  
**STATUS** Continuing

**GOAL 4** **FOSTER A SUPPORTIVE LIVING, LEARNING, AND WORKING ENVIRONMENT WITH SERVICES AND PROGRAMS THAT PROMOTE STUDENT SUCCESS AND WELLNESS.**

**OBJECTIVE 1** Implement the recommendations in the Enrollment Management Committee Report (2000).  
**STRATEGY A** Ask various units to implement the recommendations.  
**RESPONSIBLE** Vice President for Student and International Affairs and Vice President for Academic Affairs  
**STATUS** Complete in 2002-2003

**OBJECTIVE 2** Increase the number of students living on campus.  
**STRATEGY A** Develop a Master Strategic Plan for university housing.  
**RESPONSIBLE** Vice President for Student and International Affairs  
**STATUS** Report due to President's Council by May 1, 2003

**OBJECTIVE 3** Monitor the student transition year from recruitment to the end of the first year of academic study to make certain that each student has the maximum support to succeed in college.  
**STRATEGY A** Review existing strategies and make adjustments as needed.  
**RESPONSIBLE** Vice President for Academic Affairs and Vice President for Student and International Affairs.  
**STATUS** Continuing

**OBJECTIVE 4** Increase significantly financial support for intramural programs.  
**STRATEGY A** Review funding needs.  
**RESPONSIBLE** Vice President for Student and International Affairs  
**STATUS** Report due to President's Council May 1, 2003

**OBJECTIVE 5** Increase financial support for on-campus student activities.  
**STRATEGY A** Review funding needs.  
**RESPONSIBLE** Vice President for Student and International Affairs  
**STATUS** Report due to President's Council May 1, 2003

**OBJECTIVE 6** Develop a student Counseling Center.  
**STRATEGY A** Prepare a plan for the organization, function, and space for the Center.  
**RESPONSIBLE** Vice President for Student and International Affairs  
**STATUS** Plan due to President's Council by May 1, 2003

**OBJECTIVE 7** Provide more on-campus student employment at pay scales matching or exceeding the surrounding area.  
**STRATEGY A** Prepare a plan for expanded on-campus employment.  
**RESPONSIBLE** Vice President for Finance and Administration  
**STATUS** Report due to President's Council by May 1, 2003

**OBJECTIVE 8** Construct a new Student Health Center  
**STRATEGY A** Develop a plan for the center that includes space needs.  
**STRATEGY B** Identifying funding for construction of the center.  
**RESPONSIBLE** President and Vice President for Student and International Affairs  
**STATUS** Make annual reports to the University Strategic Planning Council

**OBJECTIVE 9** Construct a new Student Recreation Center in the facility that will house the army national guard.  
**STRATEGY A** Develop an architectural plan.  
**STRATEGY B** Identify private funding to construct the center.  
**RESPONSIBLE** Vice President for University Advancement  
**STATUS** Annual reports to the University Strategic Planning Council

**OBJECTIVE 10** Construct an addition to the Student Center  
**STRATEGY A** Develop an architectural plan  
**STRATEGY B** Identify funding  
**RESPONSIBLE** Vice President for Student and International Affairs  
**STATUS** Make annual reports to the University Strategic Planning Council

**OBJECTIVE 11** Construct additional student housing  
**STRATEGY A** Conduct a feasibility study  
**STRATEGY B** Identify funding  
**RESPONSIBLE** Vice President for Student and International Affairs  
**STATUS** Make annual reports to the University Strategic Planning Council

**OBJECTIVE 12** Construct central housing for the Greek fraternities and sororities  
**STRATEGY A** Conduct a feasibility study  
**STRATEGY B** Prepare architectural plans  
**STRATEGY C** Identify funding  
**RESPONSIBLE** Vice President for Student and International Affairs

Status Make annual reports to the University Strategic Planning Council

**GOAL 5 EMBRACE EMERGING TECHNOLOGIES.**

OBJECTIVE 1 Develop and implement a comprehensive information technology strategic plan for the University

STRATEGY A Submit the Master Strategic Plan for Information Technology to the University Strategic Planning Council.

RESPONSIBLE Director, Information Systems  
STATUS Continuing

OBJECTIVE 2 Make technology available to all who will benefit.

STRATEGY A Develop a plan to identify the needs.

RESPONSIBLE Director, Information Systems  
STATUS Continuing

OBJECTIVE 3 Implement wireless technology.

STRATEGY A Implement as funding is available.

RESPONSIBLE Director, Information Systems  
STATUS Continuing

OBJECTIVE 4 Implement campus-wide technology training.

STRATEGY A Develop an annual plan for technology training.

RESPONSIBLE Director, Information Systems  
STATUS Continuing

OBJECTIVE 5 Implement content management campus-wide.

STRATEGY A Implement as funding is available.

RESPONSIBLE Director, Information Systems  
STATUS Continuing

OBJECTIVE 6 Implement electronic signatures.

STRATEGY A Develop a plan of action and proceed to complete the task.

RESPONSIBLE Director, Information Systems  
STATUS Complete the plan immediately.

OBJECTIVE 7 Institute an Information Systems Committee to evaluate emerging technologies for their potential benefit to the university.

STRATEGY A Meet periodically to evaluate emerging technologies.

RESPONSIBLE Director, Information Systems  
STATUS Continuing

OBJECTIVE 8 Review process management in the administrative divisions.

STRATEGY A Identify relevant processes needing change.

RESPONSIBLE President  
STATUS Continuing

**GOAL 6                    ENHANCE THE QUALITY AND DIVERSITY OF THE CAMPUS HUMAN RESOURCES.**

OBJECTIVE 1    Increase the diversity of the students from minority groups as well as from other countries.

STRATEGY A    Develop annual recruitment plans.

RESPONSIBLE    Directors, Admission and Enrollment Services and International Affairs

STATUS            Continuing

OBJECTIVE 2    Increase the diversity of the faculty and staff to include people from minorities and other countries.

STRATEGY A    Review faculty and staff origins annually.

RESPONSIBLE    Vice President for Academic Affairs

STATUS            Continuing

OBJECTIVE 3    Establish a comprehensive staff development program for all classified occupations.

STRATEGY A    Develop an annual plan for development programs.

RESPONSIBLE    Director, Budget and Human Resource Services

STATUS            Continuing

OBJECTIVE 4    Enhance the comprehensive faculty development program.

STRATEGY A    Review the existing faculty development program and identify needed improvements.

RESPONSIBLE    Vice President for Academic Affairs

STATUS            Continuing

**GOAL 7                    OBTAIN THE RESOURCES NECESSARY TO SUPPORT THE UNIVERSITY'S STRATEGIC GOALS WHILE MAINTAINING SOUND FISCAL MANAGEMENT STRATEGIES THAT ARE CLEARLY ARTICULATED TO ALL CONSTITUENTS.**

OBJECTIVE 1    Establish a grant writing/support office with the responsibility of increasing the number of funded research grants and contracts on campus.

STRATEGY A    Develop a plan for the organization and funding of this office.

RESPONSIBLE    President

STATUS            Annual reports to the University Strategic Planning Council

OBJECTIVE 2    Increase the number of patents and patent income controlled by the university.

STRATEGY A    Develop a standing committee on university patents

RESPONSIBLE    Vice President for Academic Affairs

STATUS            Continuing

OBJECTIVE 3    Announce a \$120 million capital campaign.

STRATEGY A    Develop the campaign theme and structure

RESPONSIBLE    Vice President for University Advancement

STATUS            Announce at the President's Club Dinner in the autumn.

OBJECTIVE 4 Launch Phase I of the Capital Campaign to raise \$25,000,000 with \$17,500,000 for endowed scholarships, \$2,500,000 for international student programs, and \$5,000,000 for faculty development.  
STRATEGY A Proceed with the initial part of Phase I.  
RESPONSIBLE Vice President for University Advancement  
STATUS Announce at President's Club Dinner in the autumn.

OBJECTIVE 5 Pursue increases in funding from the state legislature.  
STRATEGY A Continue the current legislative liaison through the President's Office.  
RESPONSIBLE President  
STATUS Continuing

**GOAL 8 FOSTER A COMPETITIVE INTERCOLLEGIATE ATHLETICS PROGRAM.**

OBJECTIVE 1 Maintain membership in the National Collegiate Athletics Association.  
STRATEGY A Maintain an active membership with regular attendance at the national meeting.  
RESPONSIBLE Director, Intercollegiate Athletics  
STATUS Continuing

OBJECTIVE 2 Maintain membership in the Midwest Intercollegiate Athletics Association.  
STRATEGY A Maintain an active membership with regular attendance at all meetings.  
RESPONSIBLE Director, Intercollegiate Athletics  
STATUS Continuing

OBJECTIVE 3 Recruit student athletes who qualify academically and athletically.  
STRATEGY A Develop an annual recruitment plan for each sport  
RESPONSIBLE Director, Intercollegiate Athletics and the Coaches  
STATUS Continuing

OBJECTIVE 4 Foster a private support program for intercollegiate athletics.  
STRATEGY A Use the local campaign, the endowment program, and phone/mail efforts to reach donors.  
RESPONSIBLE Director, Intercollegiate Athletics  
STATUS Continuing

OBJECTIVE 5 Provide the best athletics facilities among NCAA Division II institutions.  
STRATEGY A Develop a comprehensive athletics facilities plan.  
RESPONSIBLE Director, Intercollegiate Athletics  
STATUS Continuing

OBJECTIVE 6 Foster an academic support system to enable the athletes to progress through their programs to graduation and encourage them to excel in their studies.  
STRATEGY A Review annually the academic support system and the results.  
RESPONSIBLE Director, Intercollegiate Athletics  
STATUS Continuing

**GOAL 9                    MAINTAIN A BEAUTIFUL LANDSCAPED CAMPUS, KEEP FACILITIES CLEAN AND IN GOOD REPAIR, AND ADDRESS SAFETY AS AN IMPORTANT CONCERN TO CONTRIBUTE TO THE LEARNING ENVIRONMENT.**

OBJECTIVE 1    Continue to foster planned property acquisitions primarily including houses adjacent to the campus.

STRATEGY A    Review and update existing plan for properties needed by the university.

RESPONSIBLE    Vice President for Administration and Finance

STATUS            Continuing

OBJECTIVE 2    Enhance the physical appearance of the campus.

STRATEGY A    Maintain a pleasing campus environment of lawns and plantings.

STRATEGY B    Schedule regular building maintenance.

STRATEGY C    Keep all buildings clean and presentable.

RESPONSIBLE    Vice President for Administration and Finance

STATUS            Continuing

OBJECTIVE 3    Create a visually pleasing campus with appropriate art.

STRATEGY A    Increase the number of visual art objects on campus.

RESPONSIBLE    President

STATUS            Continuing

OBJECTIVE 4    Provide more areas where students can congregate and interact.

STRATEGY A    Develop a campus plan for such areas.

RESPONSIBLE    Director, Facilities Planning

STATUS            Report due to President's Council May 1, 2003

OBJECTIVE 5    Construct the planned bicycle and pedestrian pathway from the College of Technology through the center of the campus to the Leonard Axe Library

STRATEGY A    Schedule the construction of this pathway when funding is available

RESPONSIBLE    Vice President for Administration and Finance

STATUS            Complete in 2003.

**GOAL 10                ENGAGE AND INTERACT WITH THE REGION TO STIMULATE COOPERATIVE AND PROGRESSIVE GROWTH AND DEVELOPMENT.**

OBJECTIVE 1    Continue to foster and support the important work accomplished by the Business and Technology Institute.

STRATEGY A    Review the Master Strategic Plan for the Business and Technology Institute with the view of enhancing its activities as a public service to the region.

RESPONSIBLE    Director, Business and Technology Institute

STATUS            Continuing

OBJECTIVE 2    Continue to support the presence of national advisory councils in the colleges and the departments.

STRATEGY A    Review the number of advisory councils, their meetings during the past nine years, and their recommendations.

STRATEGY B Maintain a file of advisory council minutes of their meetings in the President's Office.

RESPONSIBLE President

STATUS Continuing

OBJECTIVE 3 Establish a University National Advisory Council.

STRATEGY A Proceed with the selection and appointment of members of the Council.

RESPONSIBLE President

STATUS Continuing

OBJECTIVE 4 Foster local community college relationships with the university.

STRATEGY A Participate in the Southeast Kansas SYSTEM of Higher Education with Allen County Community College, Coffeyville Community College, Ft. Scott Community College, Independence Community College, Labette Community College, Neosho Community College and Emporia State University to deliver comprehensive educational opportunities and related services to the residents of the region.

STRATEGY B Participate in Heartland Alliance, a cooperative effort between nine Kansas higher education institutions, to offer more and better services to students and to promote communication, articulation, and cooperative agreements between the institutions.

STRATEGY C Participate in partnership with Ft. Scott Community College and John Deere in a cooperative educational training program.

RESPONSIBLE President

STATUS Continuing

Adopted August 28, 2002 by Strategic Planning Council