

Pittsburg State University

Pittsburg, Kansas

Strategic Planning

January 2001

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. 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. The completion of the Kansas Technology Center and the accreditation of the College of Business by AACSB, The International Association for Management Education, became top strategic goals. The infusion of \$10 million for new and renovated classrooms also required considerable planning and supervision. Other capital projects also required the university to plan on their completion.

The new university president, Tom W. Bryant, determined 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.

The 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, will consist 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 and the Institutional Assessment/Effectiveness Committee, this 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 must 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 planning council, 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 third year this report would also include the institution's next three-year plan (the next three year plan would be developed in 2002-2003).

The president will report to the campus on an annual basis (September 1 st of each year) feedback from the process.

Institutional Assessment/Effectiveness Committee

The Institutional Assessment/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 assessment of general education) and (2) the assessment of administrative units and their role in supporting the academic mission of the university (almost all administrative units conduct annual planning activities). These are each distinct with different functions and outcomes, yet they need to be coordinated. 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 and for the most part just need to be brought together in a coherent fashion. The Institutional Assessment/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 and how they support the academic mission of the university.

The Institutional Assessment/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.

This committee will meet on a regular basis and submit an annual report (May 1 st of each year) to the University Strategic Planning Council.

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

It should be noted that the assessment process should demonstrate that the assessment information is being used to improve the program as it is vital to the process.

Facilities Master Planning Committee

The Facilities Planning Committee meets on a regular basis 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. The director of facilities planning chairs this committee. Other members of this committee include vice presidents, legislative liaison, the director of the physical plant, the director of intercollegiate athletics, the director of information systems, the director of planning and analysis with

the president an ex-officio member. The committee shall submit a Facilities Planning Report to the University Strategic Planning Council on an annual basis (May 1 st each year) focusing on facilities planning activities for the previous year.

Information Technology Committee

The Information Technology Committee meets on a regular basis to develop and monitor the implementation of a strategic plan for improvements to the university's information technology systems and infrastructure and is chaired by the director of information systems. Other members of this committee include the 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, one student selected by the Student Government Association with the president as an ex-officio member. The IT Committee shall submit a report to the University Strategic Planning Council on an annual basis (May 1st 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 University 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 of student affairs serving as ex-officio members. This committee shall submit a report to the University Strategic Planning Council on an annual basis (May 1st each year).

Diversity Committee

The Diversity Committee meets on a regular basis to develop and implement a strategic plan to diversify the student body, faculty and staff at Pittsburg State University. This committee, chaired by a faculty member, consists of faculty, students and staff and is representative of the current campus diversity. The Diversity Committee shall submit a report to the University Strategic Planning Council on an annual basis (May 1 st each year), focusing on the planning activities for the previous year.

PITTSBURG STATE UNIVERSITY STRATEGIC PLANNING PROCESS

