

## CHAPTER 5

### MISSION, VISION, PURPOSES, AND GOALS

**CRITERION ONE:** *The institution has clear and publicly stated purposes consistent with its mission and appropriate to an institution of higher education.*

#### MISSION STATEMENT

The Kansas Board of Regents approved the Pittsburg State University Mission Statement March 19, 1992. This Mission Statement served the University well during the intervening ten years. The University publishes the Mission Statement in the **UNIVERSITY CATALOG 2001-2003**. It is also published on the University's web page at the following address <http://www.pittstate.edu>. The University regularly reviews the Mission Statement through the established process of strategic planning coordinated by the University Strategic Planning Council. The Kansas Board of Regents also reviews the Mission Statement to determine its relevance to the changing needs and desires of its many constituents. The Mission Statement is as follows.

*Pittsburg State University, a comprehensive regional university, provides undergraduate and graduate programs and services to the citizens of southeast Kansas, but also to others who seek the benefits offered. This is accomplished by the unique combination of academic programs in 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 postsecondary educational institutions, businesses and industries.*

*The university supports an organizational and interpersonal structure which 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 which 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.*

In the spring of 2002, the University consolidated its planning process with the review of the Pittsburg State University Strategic Master Plan 2000-2005. In addition to the University Plan, the University Strategic Planning Council developed five strategic master plans for Assessment, Enrollment Management, Facilities, Information Technologies, and the Leonard Axe Library. Each of these five plans has the time period of 2000-2005. As a part of this planning process, the University reviewed the Mission Statement particularly to determine if it provided adequately to support the assessment of student academic learning. Because of the University decision to establish a culture of assessment, the Strategic Master Planning Council decided to request the Kansas Board of Regents to revise the University's Mission Statement. The following revised Mission Statement was approved by the Kansas Board of Regents on September 19, 2002. The changes are underlined. This Mission Statement will be published on the University's Web site and in the **UNIVERSITY CATALOG 2003-2005**.

*Pittsburg State University, a comprehensive regional university, provides undergraduate and graduate programs and services to the people (citizens) 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 (which) 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 (which) 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 MISSION STATEMENTS**

Pittsburg State University is organized into four divisions embracing academic affairs, student affairs, administration and finance, and advancement. Each of these divisions has a Mission Statement that flows from the University Mission Statement.

## **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. The Division promotes the development of enduring regard for the University among its various publics through a variety of communications media and strategies. The offices of Alumni Relations and Development work with the University Foundation to raise private funds to enable the University to achieve its mission. All offices of the Division of University Advancement create and support mutually beneficial relations with alumni and friends. The Division helps position the University as a center of intellectual and cultural enrichment

## **UNIVERSITY VISION**

During the review of the University's Mission Statement, the University Strategic Planning Council also reviewed the Vision Statement. The Vision Statement stems from the Mission Statement and together, these two statements provide the basis for stating the University's Purposes. The University Strategic Planning Council approved the University Vision Statement on August 28, 2002.

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 PURPOSES IN TEACHING AND LEARNING, DISCOVERY, AND ENGAGEMENT**

### **INTRODUCTION**

Pittsburg State University is a multi-purpose state-supported institution of higher education whose primary objective is to offer strong undergraduate and graduate educational programs to those in its service area, the state of Kansas, the region, the nation, and the world. Sound higher education should enhance the best intellectual, social, and personal development of the University community. It must provide, moreover, professional and vocational training of high quality. The University is committed to the basic concepts of democracy and to the democratic processes in solving common problems at all levels of government and in all areas of contemporary society.

The academic and activity programs of the University are designed to enrich and improve the state, national, and international cultural heritage; to assist all individuals to contribute to the common good of society by developing personal integrity and vocational competence; and to encourage the development of the individual's creative ability. To achieve its mission the University recognizes six main educational themes. Each area has its own mission and goals and contributes in a significant way to the Mission of the university.

The University provides challenging higher learning for students at all levels of the educational programs. It is essential that Pittsburg State University maintain those educational programs and instructional practices that historically and by consensus are part of the mission of the University. At the same time, the University must continue to develop new educational concepts, new academic and related programs, and new techniques of instruction that provide for the contemporary needs and interests of students and society.

The University stimulates its students to think beyond the traditional knowledge base to discover for themselves new concepts, ideas, and knowledge. It also reaches out to its external public to engage individuals and organizations to become more efficient and effective in delivering their services so that the region in which the University exists will develop a nurturing and caring environment.

To conduct its educational programs in a strong academic setting, the University engages in strategic master planning in a coordinated process. Through this process, the university reviews regularly the educational and other goals that have their base in the Mission, the Vision, and the Purposes. The University also has a commitment to develop an effective and efficient culture of assessment to assure that all programs and academic support units provide the student with the best possible learning environment. Through assessment, the University determines how it succeeds and how it must make changes to become even more effective in teaching and learning.

#### **GENERAL EDUCATION**

General education is that academic study and those activities common to all students enrolled in the University particularly at the undergraduate level. The essential objective of General Education is to help the individual student become a rational and humane person. Such a person will use rational procedures in daily life; be motivated to continue self-study in a world of accelerating change; knows and understands how to use effectively accepted scientific and intellectual process; and appreciates and enjoys the best cultural values and activities. The main characteristics of general education can be attained through study in a wide variety of academic disciplines and in some respects include what is commonly described as liberal education.

#### **LIBERAL ARTS AND SCIENCES**

Liberal education provides for a comprehensive background and concentrated investigation in one or more specialized fields to develop receptivity to new ideas that stimulate intellectual curiosity and lead to learning as worthwhile in itself. The liberal arts and sciences curricula also prepare students for professional careers and for graduate work in one of the academic disciplines. The purposes of a liberal education are as follows: to impart knowledge and develop intellectual concepts; to develop the capacity to cope with various kinds of knowledge; to define a problem, analyze it, seek relevant factual information for its understanding, and to place

problems in their proper historical, philosophical, and ethical perspective; and to teach how to extract from the knowledge base what is relevant to a student's purposes and to teach such knowledge in a discriminating, ethical, and constructive way.

### **PROFESSIONAL AND PRE-PROFESSIONAL EDUCATION**

The purpose of professional education is to develop the competencies of individuals so that they may meet the demands and requirements of modern occupations and professions. Two types of interrelated basic experiences are necessary for the achievement of maximum competency: first, a thorough background in general education, and second, an adequate preparation in an area of specialization. The realization of these objectives involves the acquisition of a broad cultural background in the arts and sciences, an understanding of the fundamentals of a particular profession or field of interest, and the development of the necessary skills required in a specialty within the field of concentration. Professional preparation of this nature is significant to the individual and enables the individual to make maximum contribution to our economic society. Professional education academic programs are available in the areas of business, education, and the technologies. Pre-professional education provides a broad base of liberal arts and sciences oriented toward a profession requiring an academic program in addition to the two or four-year curricula. These programs prepare students for further educational experiences in law, education, engineering, medicine, dentistry, veterinary, medicine, agriculture, and other areas of service to society.

### **GRADUATE EDUCATION**

Graduate study enables qualified students to increase their competence in a chosen field and to broaden their intellectual interests and abilities. This advanced study helps students to develop their judgment, deepen their knowledge, and strengthen their inclination to self-education. By guiding students in the methods of advanced study and formal research, graduate education attempts to inculcate a respect for scholarship and to stimulate the proper use of the research and scholarship of others.

### **CONTINUING STUDIES**

The University attempts to serve students who have a desire for continuing education by providing facilities and leadership. The Division of Continuing Studies organizes and promotes conferences, institutes, workshops, and credit or non-credit courses for professional development, cultural, and avocation goals.

### **DISCOVERY**

The University encourages discovery through research and creative endeavor. To assist the faculty in their research goals, the University provides reduced teaching loads, faculty summer stipends, and sabbatical leaves. The University and the University Foundation also provide funds for travel to professional conferences to understand developments in specific fields of knowledge. Funds are especially important when faculty members are delivering papers on some aspect of their research before regional and national audiences.

## ENGAGEMENT

The University engages its constituents within its region of service to enhance the quality of life and stimulate economic development. Colleges and their departments provide numerous opportunities for students in their programs to interact with the local community and the region. University personnel give leadership in numerous community civic clubs serving as officers and chairs of special committees. University personnel also provide expertise to various organizations such as the public library, the new community foundation, banks and other entities by serving on their boards and engaging them in strategic planning for improvements in their services. . Colleges and departments within the University also engage in outreach cooperating with individual agencies and other organizations to solve community problems.

In the College of Arts and Sciences, the Department of Biology sponsors Nature Reach that offers educational programs for area students. Geography majors act as consultants to the City of Pittsburg in using Geographic Information Systems (GIF) to map the city. The College offers educational courses and programs in Crawford County in cooperation with Green Bush and the Observatory, a joint endeavor between the University and the Center. Department of Nursing faculty provide services to the community in various ways such as home health practices. Overall, the Departments of Art and Music enrich the community and region through numerous art exhibits and concerts. The Southeast Kansas Symphony Orchestra has a regular concert schedule throughout the year. The University also provides theater shows for the community.

The Kelce College of Business sponsors a chapter of the Students In Free Enterprise (SIFE). SIFE engages the community in various ways. One of the most significant is “Imaginary City” a program that teaches elementary and middle school aged children about the free enterprise system that exists in America. SIFE students have won numerous honors in national competitions with other SIFE chapters around the nation. The College of Business also provides the Volunteer Income Tax Assistance (VITA)) to people needing help in completing their income tax returns.

The College of Education interfaces with the community by delivering in-service programs to areas schools, by sponsoring the professional Development School, by sponsoring the national youth sports camp, and in numerous other ways.

The College of Technology provides construction help for selected projects such as a rest room built for the Kiwanis Park, a handicapped ramp for access to Safehouse, and a shelter house for the Boy Scouts. Individual faculty members engage in community projects.

The University Business and Technology Institute offers a variety of programs and services to the city, the county, and the region. The executive director of the BTI chaired the President’s Economic Impact Assessment Task Force for the Fiscal Year 2002. The full report is available in the NCA Visiting Team Resource Room. Briefly, the report highlights the annual direct impact amounting to \$157,421,766 in Southeast Kansas and beyond. The multiplier effect used in such impact studies places the total annual impact to be \$608,632,040. Through this economic impact, the University engages and sustains the community, county, and region substantially.

## **UNIVERSITY GOALS AND OBJECTIVES**

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, vision, and purposes. 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

The preface to the University Strategic Master Plan 2000-2005 identifies how the goals and objectives relate to teaching and learning, student life, discovery, engagement, and campus and facilities. This provides ample evidence that the University takes seriously the Mission, Vision, and Purposes that guide all planning and programs. These Goals and Objectives will be found in the University Strategic Master Plan 2000-2005.

Pittsburg State University has identified ten goals in the University Strategic Master Plan 2000-2005. Reference to these goals will enable anyone to understand how the University translates its Mission, Vision, and Purposes to action concepts.

**Goal 1 – Enhance Academic Excellence** has ten objectives designed to strengthen the academic programs that the University offers. Objective 1 strives to enhance a campus culture of learning and involvement. Objective 2 has established a campus culture of academic outcomes assessment. Objective 3 builds on these two by maintaining a strong co-curricular environment. Because the University strives to reach out to other countries and cultures, Objective 4 develops and supports interdisciplinary programs, international degree programs, and inter-institutional agreements with universities in other countries. Pittsburg State University believes that sufficient strength exists to begin planning two doctoral degree programs in Technology Management and in Psychology and Counseling as stated in the Objective 5. To maintain quality in teaching and learning, the University strives to maintain a student/faculty ratio of 20 to 1 in Objective 6. Objective 7 identifies the Kansas Board of Regents Program Review process as a way to examine the University's program mix, evaluate inactive programs, and establish new degree programs that will prepare students for productive careers. Program review occurs periodically and also specifically if indicators warrant it. Objective 8 calls for the enhancement of 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. Objective 9 calls for increases to departmental funding to a level at which academic programs have adequate resources to achieve their curricula goals. In order to attract highly qualified personnel, Objective 10 calls for an increase of faculty, staff, and administrator's salaries to compete regionally and nationally for new personnel. To provide educational relationship, the University in Objective 11 cooperates with the surrounding community colleges to facilitate the seamless transfer of students to Pittsburg State University. To establish a closer tie between the Colleges of Business and Technology, Objective 12 calls for the relocation of the Kelce College of Business to a new site near the Kansas Technology Center to provide facilities for the College of Business, the Business and Technology Institute, and the Conference Center.

**Goal 2 – Enhance the Leonard Axe Library and Information Technology Resources Necessary To Support Academic Excellence Necessary To Support Academic Excellence In Teaching and Research.** Goal 2 has seven objectives related to the Leonard Axe Library. Objective 1 proposes to increase the capacity of the Leonard Axe Library to have more space for the collections and programs. Objective 2 provides the vision to increase significantly the library holdings of books and periodicals. Objective 3 will enhance access to other data sources and libraries via the internet. Objective 4 will make all classrooms and laboratories capable of full interactivity. Objective 5 calls for the establishment of a Center for Teaching Excellence. Objective 6 enables the University to establish and maintain state-of-the-art instructional technology and provide continuing instructional technology training for the faculty. Objective 7 calls for the establishment of a Center for Research.

**Goal 3 – Continue To Develop Pittsburg State University As A Cultural Center** has six objectives. Objective 1 calls for the establishment of a Native American Cultural Preservation Center on campus. Objective 2 envisions a Fine and Performing Arts Center to house all forms and sizes of productions. Objective 3 has identified the need to develop a plan to enhance the

University Art Gallery space for exhibits and also to plan for a facility to house the Gallery. Objective 4 will foster the University's Public Radio Station KRPS. In Objective 5, the University will identify increased funding to support an outstanding performing arts series. Objective 6 will continue to expand the variety and number of guest speakers and lecturers.

**Goal 4 – Foster A Supportive Living, Learning, And Working Environment With Services And Programs That Promote Student Success And Wellness.** Goal 4 has twelve objectives. Objective 1 calls for the implementation of the recommendations in the Enrollment Management Committee Report of 2000. Objective 2 projects an increase of students living on campus. Objective 3 plans to 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. Objective 4 calls for a significant increase in financial support for intramural programs. Objective 5 projects an increase in financial support for on-campus student activities. Objective 6 will develop a student Counseling Center. Objective 7 calls for more on-campus student employment at pay scales matching or exceeding the surrounding area. Objective 8 projects the construction of a new Student Health Center. Objective 9 has the goal of constructing a new Student Recreation Center in a facility that will house the army national guard. Objective 10 calls for the construction of another addition to the Student Center. Objective 11 calls for the construction of additional student housing. Objective 12 plans for the construction of central housing for the Greek fraternities and sororities.

**Goal 5 – Embrace Emerging Technologies** has eight objectives. Objective 1 calls for the development and implementation of a comprehensive information technology strategic plan for the University. Objective 2 will make technology available to all who will benefit. Objective 3 will implement wireless technology. Objective 4 will implement campus-wide technology training. Objective 5 will implement content management campus wide. Objective 6 will implement electronic signatures. Objective 7 calls for an Information Systems Committee to evaluate technologies for their potential benefit to the University. Objective 8 will review process management in the administrative divisions.

**Goal 6 – Enhance The Quality And Diversity Of The Campus Human Resources** has four objectives. Objective 1 will increase the diversity of the students from minority groups as well as from other countries. Objective 2 calls for the diversity of the faculty and staff to include people from minorities and other countries. Objective 3 plans for a comprehensive staff development program for all classified occupations. Objective 4 plans for the enhancement of the comprehensive faculty development program.

**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** has five objectives. Objective 1 calls for the establishment of a grant writing/support office with the responsibility of increasing the number of funded research grants and contracts on campus. Objective 2 plans to increase the number of patents and patent income controlled by the University. Objective 3 has announced a \$120 Million Capital Campaign. Objective 4 will launch Phase 1 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. Objective 5 calls for the University to pursue increases in funding from the State Legislature.

**Goal 8 – Foster A Competitive Intercollegiate Athletics Program** has six objectives.

Objective 1 provides for membership in the National Collegiate Athletics Association. Objective 2 provides for membership in the Mid-America Intercollegiate Athletics Association. Objective 3 calls for the recruitment of student athletes who qualify academically and athletically. Objective 4 fosters a private support program for intercollegiate athletics. Objective 5 plans to provide the finest athletics facilities among NCAA Division II institutions. Objective 6 will foster an academic support system to enable the athletes to progress through their programs to graduation and encourage them to excel in their studies.

**Goal 9 – Maintain A Beautifully Landscaped Campus, Keep Facilities Clean And In Good Repair, And Address Safety As An Important Concern To Contribute To The Learning Environment** has five objectives.

Objective 1 will foster planned property acquisitions primarily including houses adjacent to the campus. Objective 2 calls for the enhancement of the physical appearance of the campus. Objective 3 provides for the creation of a visually pleasing campus with appropriate art. Objective 4 will provide more areas where students can congregate and interact. Objective 5 projects the construction of a planned bicycle and pedestrian pathway from the College of Technology through the center of the campus to the Leonard Axe Library.

**Goal 10 – Engage And Interact With The Region To Stimulate Cooperative And Progressive Growth And Development** has four objectives.

Objective 1 will continue to foster and support the important work accomplished by the Business and Technology Institute. Objective 2 will continue to support the presence of national advisory councils in the colleges and the departments where appropriate. Objective 3 calls for the establishment of a University National Advisory Council. Objective 4 will foster local community college relationships with the University.

## SUMMARY

As the Pittsburg State University Self-Study Steering Committee has engaged in the self-study process, the patterns of evidence for Chapter 5 indicate that the University has sufficient evidence to support the narrative description of these important concepts. The University does have a strategic master plan with goals appropriate to an institution of higher learning. The University's internal and external constituents do indeed examine the purposes in a variety of ways. The University's decision making process is one of its greatest strengths. The University's constituents understand the Mission, Vision, Purposes, and Goals because they have been involved in the formation and execution of them. The University keeps its publics informed of these fundamental guides to all decisions through their public presentation in the catalog and on the web page. The University has a long tradition of supporting freedom of inquiry for faculty and students. The University has committed a willingness and resources to creating a culture of assessment to determine the excellence of teaching and learning and improve this fundamental part of being a University in America today.

## **STRENGTHS AND CONCERNS**

Strategic planning has become a major strength of the University. Pittsburg State University has developed a long tradition in strategic planning that now stretches to eighteen years. The planning process began as a bottom up effort with annual reports written based on the departmental goals, objectives, and priorities established. This annual report developed University priorities for funding. The planning process enabled Pittsburg State University to achieve significant advances in the 1980s and the 1990s. That planning process also enabled the University to find its way through five years of rapid change in leadership. In 1999, when Dr. Tom W. Bryant became president, he addressed the need to consolidate all previous planning in a fully developed strategic planning process. With the development of the University Strategic Planning Council and its subcommittees, the Pittsburg State University Strategic Master Plan 2000-2005 became a reality.

One challenge in strategic planning will be to coordinate and implement the strategic plans through 2005. This will require careful monitoring by the University Strategic Planning Council and the University central administration.

The greatest concern that the University faces relates to public and private funding to achieve continued advances to support a strong academic tradition. Because of the slowly recovering national economy, the State of Kansas has made budget cuts that also affect the Board of Regents institutions of higher learning. Strategic planning takes on new significance as the University establishes priorities based on our needs and also our aspirations. As we face the future, the Pittsburg State University Foundation has launched a Capital Campaign to raise \$120,000,000 over the next ten years to support significant needs in the areas of student scholarships, faculty support, and facilities.

## **RECOMMENDATIONS**

The Pittsburg State University Self-Study Committee recommends that the Mission, Vision, Purposes, and Goals as presented in the PSU Self-Study Report 2003 be published in the next edition of the **UNIVERSITY CATALOG 2003-2005** and also on the University's web page. The public presentation of these important concepts will enable all constituents to understand the challenges that the University faces and the solutions that will enable the University to continue to be one of the strongest comprehensive universities in America.

The Pittsburg State University Self-Study Committee also recommends that the Mission, Vision, Purposes, and Goals be reviewed annually by the University Strategic Planning Council to keep them current with University aspirations. Pittsburg State University has always included all of its internal constituents in planning for the future.

The University has an established tradition of national advisory councils for the colleges and for some departments. These advisory councils have assisted the University on a continuing basis in planning for the future. When new five-year strategic plans are developed, the national advisory councils will serve to assist the University to become all that its Mission, Vision, Purposes, and Goals establish as priorities. Through the experiences of the external constituents, many of

whom are alumni, the University keeps in touch with the real world of business, education, technology and the professions. This input insures that the University's programs and curricula keep abreast of the rapid changes in the world of work.

### **CONCLUSION**

Pittsburg State University has examined its Mission, Vision, Purposes, and Goals in the context of Criterion One. This criterion of the North Central Association's Higher Learning Commission states that "*The institution has clear and publicly stated purposes consistent with its mission and appropriate to an institution of higher education.*" Pittsburg State University not only meets the intent of Criterion One but it exceeds it.