

# EMPORIA STATE UNIVERSITY

The Adaptive University: Strategic Plan 2015-2025 | 2019 Revision



# THE ADAPTIVE UNIVERSITY

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*The adaptive university is responsive and will engage faculty, students, and staff to be responsive to the unique challenges of a dynamic society. Students' success in that endeavor will require not only the foundations of the major program of study, but the exercise of adaptive leadership skills through broad involvement for the common good. Adaptive leadership is polyarchic ("by the many for the many"), in contrast to oligarchic decision-making authority.*

## VALUES

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The university has four core values: excellence, respect, responsibility, and service.

With **excellence**, the university values intellectual challenges, problem solving, and creative and critical thinking.

With **respect**, the university values integrity, collaboration, diversity, freedom of thought, freedom of inquiry, and freedom of expression.

With **responsibility**, the university values accountability and stewardship of the institution, the environment, human resources, and personal well-being.

With **service**, the university values engagement in **leadership** and **community** that positively impacts our global society.

## VISION

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**Changing lives for the common good.**

*The focus of the Plan is rooted in the vision of addressing "the common good." The common good is attentive to the interests and well-being of others. "Communities" represent a social context for the individual to contribute to the common good.*

## MISSION

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**Preparing students for lifelong learning, rewarding careers, and adaptive leadership.**

*Formal education provides the basis for the continued pursuit of knowledge to enrich one's personal and professional life, independent of time and place. Adaptive — collegial — leadership recognizes the many contributions of individuals toward society's common interests and aspirations.*

## **GOAL 1: Pursue distinctive initiatives in curricula and programs.**

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- Objective 1: Develop and promote distinctiveness in academic programs to advance the university's reputation.
- Objective 2: Promote and improve campus community and civic engagement.
- Objective 3: Prioritize high-impact learning experiences.
- Objective 4: Expand learning opportunities and outreach with a special focus on conservation of natural resources.
- Objective 5: Expand learning opportunities and outreach with a special focus on technology.
- Objective 6: Expand learning opportunities and outreach with a special focus on health and health care.
- Objective 7: Innovate curricula to cultivate and support open access to educational resources.
- Objective 8: Ensure that all students demonstrate cultural competencies and skills necessary for living and working effectively as members of diverse and global communities.

## **GOAL 2: Develop the university's capacity for adaptive leadership consistent with the Kansas Leadership Center framework.**

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- Objective 1: Expand leadership development in the curriculum.
- Objective 2: Integrate leadership competencies into the co-curriculum.
- Objective 3: Prepare faculty, staff, and administrators to lead effectively.

## **GOAL 3: Enhance the competitive role of Kansas by enrolling, retaining, and graduating students ready for life and career.**

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- Objective 1: Increase undergraduate student enrollment, retention, and graduation.
- Objective 2: Grow enrollment in graduate and distance programs.
- Objective 3: Increase enrollment, retention, and graduation of underserved and underrepresented students.
- Objective 4: Implement or enhance services that prepare students for 21st century careers.

## **GOAL 4: Create and support sustainable innovation and growth.**

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- Objective 1: Implement the Campus Master Plan.
- Objective 2: Strategically develop and align resources with university priorities.
- Objective 3: Engage alumni and friends to add value to the Hornet experience.
- Objective 4: Inspire philanthropy.
- Objective 5: Offer sustainable and competitive Division II athletic programs.
- Objective 6: Employ data to inform decision-making.

## **GOAL 5: Become a model for diversity, equity, and inclusion.**

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- Objective 1: Develop and maintain a campus culture in which embracing diversity, equity, and inclusion is a core value of the Emporia State community.
- Objective 2: Increase the diversity of the Emporia State community.
- Objective 3: Improve university access and student persistence.
- Objective 4: Make the ESU experience accessible to people of all abilities through universal design and assistive technology.
- Objective 5: Enhance diversity-related educational opportunities and experiences for students, faculty, and staff.

# THE PROCESS AND PARTICIPANTS

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In October 2018, ESU President Allison D. Garrett appointed nine people to the Strategic Plan Review Committee. The group represented students, faculty and staff. President Garrett charged the committee to evaluate “The Adaptive University: Strategic Plan 2015-2025” and its implementation, and to report its findings and recommendations by the end of the 2018-19 academic year.

The committee was not asked to undertake a wholesale revision of the existing strategic plan; rather, the charge was to “assess the continued relevance of the five goals” and “update the objectives under each goal.”

## PHASE ONE: Consultation with ‘Responsible Persons’

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The committee began work in November 2018 with almost-weekly meetings, the first two of which were devoted to consideration of President Garrett’s charge and how best to carry it out. Starting in late November 2018 and continuing through early February 2019, the committee conducted a series of meetings with various individuals and groups who have had direct responsibility for implementing the strategic plan’s goals and objectives, and for documenting the university’s progress in achieving the initiatives. Each meeting focused on a specific strategic plan goal and some or all of the objectives supporting the goal. The committee asked these “responsible persons” to help answer the following questions:

- Is this goal still relevant as it is stated?
- Are these objectives still priorities in achieving the goal?
- Have other opportunities emerged since 2015 that should now be added as new objectives?

By and large, the committee heard from its consultants that “The Adaptive University: Strategic Plan 2015-2025” is still relevant, and that we’ve made good progress in implementing it. But the discussions also pointed to certain initiatives that have not progressed, and to some evolving priorities and new opportunities that are not reflected in the current plan.

## PHASE TWO: Development of Draft Recommendations

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Starting in mid-February and continuing through March, the committee compiled the advice provided by its consultants, bookmarked the most compelling possibilities for updates and revisions to the strategic plan, and developed a set of specific recommendations.

The committee’s work in Phase Two also included consideration of four possible new strategic themes suggested by President Garrett:

- Technology
- The Environment
- Globalization
- Health and Health Care

After consultation with the deans and further discussion with the president and vice presidents, three of these strategic themes were incorporated with some modifications into the committee’s draft recommendations as new objectives under Goal 1.

## **PHASE THREE: Discussions with University Constituencies**

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In April, the committee shared its draft recommendations with all ESU students, faculty, and staff, and invited them to participate in the review and provide input. Three campus forums were scheduled to provide opportunities to discuss the recommendations with members of the committee. One of these campus forums (intended just for students) did not materialize because of scheduling conflicts, but the other two (intended for all members of the campus community) were well-attended and generated useful discussion and suggestions. Participation through Zoom live video and audio was available for those who couldn't be on campus at the scheduled times. Several individuals also provided comments via email before and after the campus forums.

In addition to the campus forums, members of the committee met with groups representing specific external constituencies to solicit their input regarding the draft recommendations. These meetings included one in April with the Emporia Area Chamber of Commerce Board of Directors, one in May with the ESU Foundation Board of Trustees, and one in June with the ESU Alumni Association Board of Directors.

## **PHASE FOUR: Revision and Final Recommendations**

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The committee reviewed the feedback received from students, faculty, staff, and external constituents and identified several instances where adjustments to the draft recommendations were merited. President Garrett approved these adjustments and they have been incorporated into this final revised version of "The Adaptive University: Strategic Plan 2015-2025."

## **Strategic Plan Review Committee, 2018-19**

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**Antonina Bauman**, School of Business  
**Gaelynn Wolf Bordonaro**, The Teachers College  
**David Cordle**, Provost (chair)  
**Mirah Dow**, School of Library & Information Management  
**Lynn Hobson**, Student Affairs  
**Shane Shivley**, ESU Foundation  
**Amy Sage Webb**, College of Liberal Arts & Sciences  
**Michael Webb**, Associated Student Government  
**Angela Wolgram**, Administration & Finance

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