Strategic Planning Timeline
(2015-2025 Strategic Plan Development)

Introduction
Complementing circumstances prompted the efforts at Emporia State University (ESU) with a new cycle of strategic planning beginning in August, 2013. One circumstance was the completion of a ten-year accreditation cycle institutional self-study and review by the Higher Learning Commission, and subsequent campus visit in March, 2015.

The other was the beginning of a period of new University leadership (President Michael Shonrock and Provost David Cordle) combined with Kansas Board of Regents (KBOR) expectations for a new strategic plan coincident with that.

The new Strategic Plan, The Adaptive University, 2015-2025, combined with the recently adopted Campus Master Plan, and judicious attention to budget priorities will enable ESU to establish a distinctive niche of contributions to the Regents system and the citizens of Kansas.

Fiscal Year 2014 (July 1, 2013-June 30, 2014)
July, 2014 through Fall 2014 Semester
• Selection of an Executive Director for Strategic Planning, reporting to President Shonrock and charged to assist campus leadership to mobilize campus participation with development of a new plan to supersede its predecessor, Engaging Excellence, Strategic Plan 2009-2014
• Orientation of campus leadership to strategic planning efforts at an early August administrative retreat, including exposure to Hinton’s A Practical Guide to Strategic Planning for Higher Education, other relevant literature, and engagement with dialogue concerning the current milieu of higher education, e.g., the Kansas Board of Regents strategic agenda for higher education, Foresight 2020, and the imperatives of Attainment, Alignment and Excellence, see http://www.kansasregents.org/foresight_2020
• Establishment of President’s Strategic Planning Cabinet, the PSP Cabinet (with president and provost as co-chairs, also three vice presidents, four faculty, and executive director and a graduate assistant, ex-officio); and President’s Strategic Planning Council, the PSP Council (an existing body inclusive of Cabinet members, also academic school/college deans, support unit directors, and shared governance leadership, including faculty and student); and communication of charge and responsibilities of Cabinet and Council members
• Visits to other KBOR institutions by executive director to discuss strategic planning processes, and glean feedback concerning “best practices” and “pitfalls to avoid”
• Meetings of executive director with various campus constituencies/stakeholders to mobilize participation with “environmental scans” and “SWOT (Strength, Weakness, Opportunities & Threats) analysis,” and also solicitations of feedback concerning a new vision, mission, and values statement, and thoughts to inform new plan strategic goals/themes for the next decade
• Weekly meetings of president, executive director and graduate assistant to review activity, discuss concerns and needs, and plan subsequent activities
• Monthly meetings of PSP Cabinet (process and progress related) and monthly PSP Council meetings to report progress and engage in dialogue to solicit thoughts concerning evolving strategic plan elements (e.g., vision, mission, values, ideas to inform goal development, and ultimately a thematic title)
• Continuous posting on a weekly basis in SkyBox, a campus-accessible web portal [http://sky.emporia.edu/SitePages/Home.aspx], of features of the process, various meetings and highlights thereof, and progress
• Analysis of SWOT feedback, and communication of findings (which also included off-campus constituents in the process)
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**Spring 2014 Semester**
- January (2-day) President’s Administrative Retreat with PSP Council members at Kansas Leadership Center, Wichita, KS; sessions devoted to strategic planning
- Continuing monthly meetings of PSP Cabinet and Council, weekly meetings of president/executive director/graduate assistant, and continuous postings in SkyBox
- Campus and community forums, open to all constituents/stakeholders, to share the process and progress (e.g., SWOT findings, in addition to postings in SkyBox, also the evolution of thinking concerning the vision, mission and goals), and to solicit reactions and input on these evolving Plan elements (with both oral and paper responses from attendees)
- Convergence toward consensus on various Plan elements (title, vision, mission, values statement, and four goals) during month of April
- In May PSP Cabinet and Council meetings for orientation to next step in the process: work by academic and support unit faculty/staff to operationalize goals with specific objectives, strategies (action plans of responsible parties to enable progress toward attainment of the objectives and thereby the goals), and identification of the measurable performance indicators (from a baseline to a target metric)

**Summer 2014 (End of FY 2014, June 30, 2014; Beginning of FY 2015, July 1, 2014)**
- Progress on new Strategic Plan, titled *The Adaptive University, Strategic Plan 2015-2025*, presented to KBOR at the Regents’ June meeting for response and requested approval at this stage of development
- Provost, vice presidents and directors initiate preliminary work with their unit deans, chairs and staff members to begin to identify goal objectives, strategies (action plans and responsibilities), and performance indicators
- Executive director works with a new vice president and two new academic program deans to orient them to progress to date, and to the next step in the process
- At a pre-semester President’s Administrative Retreat, PSP Council members focus attention on sample objectives, strategies and performance indicators developed during the summer; discuss format, alignment of objectives with goals, clarification of issues and concerns, with attention directed to working with academic and support unit faculty and staff members during the 2014 semester

**Fall 2014 Semester**
- Substantive work by campus academic and support units to finalize goal objectives, strategies (action plans and responsibilities), and performance indicators to operationalize Strategic Plan goals; Goal 3 in the new Plan, addressing the State of Kansas strategic agenda for higher education, is reflected by the current Foresight 2020 expectations
- Monthly Cabinet and Council meetings to discuss, clarify and chart progress; weekly meetings of president, executive director and graduate assistant; and continuous postings in SkyBox
- Development of penultimate drafts of entire Strategic Plan in formats appropriate to various on- and off-campus constituencies/stakeholders
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**Spring 2015 Semester**
- President’s Administrative Retreat prior to semester; Strategic Plan elements discussed as appropriate
- Finalize various elements of the Plan, particularly Goal Objectives, Strategies (including action plans and responsible units) and Performance Indicators
- Plan available for review by Higher Learning Commission (HLC) site visitors, March, 2015
- Final Plan elements in publication formats appropriate to various on- and off-campus constituencies/stakeholders

**Fiscal Year 2016 (beginning July 1, 2015)**

**Fall 2015 Semester**
- Review and closure on previous Strategic Plan, Engaging Excellence, Strategic Plan 2009-2014 (if not done previously)
- Implementation of new Strategic Plan, The Adaptive University, Strategic Plan 2015-2025

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Backhus, November 2014