Drawing on 145 years of committed excellence and faculty and administrative leadership passionate about the future, Emporia State University has emerged from two years of extensive deliberations by reflective participants whose multiple perspectives and persistent effort have produced the new Strategic Plan. The exhaustive process has entailed a detailed examination of every facet of the university, identifying the opportunities and acknowledging the challenges in order to articulate Emporia State’s identity, values, vision, and mission and generate the blueprint for the university’s future for the next five years.
EMPORIA STATE UNIVERSITY’S STRATEGIC PLANNING PROCESS

In the spring of 2007, the President, his administrative team, and faculty leaders started working with a consultant to establish the framework for producing the new strategic plan. The process involved the creation of nine work groups composed of faculty, students, staff, administrators, and community members. The membership of each work group was finalized during the summer of 2007.

The first two work groups on Governing Ideas and Environmental/Institutional Analysis started meeting September 1 and submitted their final reports the end of October, 2007. The remaining seven work groups—Critical Resources, Distinctive Academic Programs, Graduate Education, Internationalization of ESU, Outreach and Lifelong Learning, Public Engagement and Service, and Undergraduate Education—started their work November 1, concluding in April, 2008. In May 2008, a summit of representatives from all nine work groups presented and discussed their reports.

The writing team worked during the summer of 2008 to translate the work groups’ reports and supporting documentation into a draft strategic plan. The team completed the draft the end of August and then conducted five public forums for students, faculty, staff, and community members during September. The writing team met in October and November to consider the comments from the public forums and finalize the plan, presenting it to President Michael Lane in November, 2008.

Four important outcomes shaping the university’s future occurred during the strategic planning process: identifying Emporia State University’s core values, crafting its vision, defining its mission, and writing the strategic plan. In celebration of the university’s cherished history and rich tradition of service and leadership to the state, region, nation, and world, these four outcomes are now introduced to the Emporia State University community.

EMPORIA STATE UNIVERSITY’S CORE VALUES AND VISION

The university has four core values. 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, and freedom of expression. With responsibility, the university values accountability and stewardship of the institution, the environment, human resources, and personal wellbeing. With service, the university values engagement in leadership and community that positively impacts our global society.

Emporia State University visions itself a premier comprehensive university focused on academic excellence, student success, leadership, and community and global engagement.

EMPORIA STATE UNIVERSITY’S MISSION

The Kansas Board of Regents approved the university’s new mission statement in May, 2008:

Emporia State University is a dynamic and progressive student-centered learning community that fosters student success through engagement in academic excellence, community and global involvement, and the pursuit of personal and professional fulfillment.

Embedded in the mission statement are the elements providing the structure for the strategic plan: academic excellence, community and global involvement, and personal and professional fulfillment. These elements are the basis for the plan’s five strategic themes.
STRATEGIC THEME #1

To enhance academic excellence by providing opportunities that lead to even higher levels of student success through excellence in curricular development and deliveries, facilities, and technologies that meet the educational requirements of members of the Emporia State University community.

GOAL 1.1: Cultivate and enhance our intellectual culture by attracting and retaining additional highly qualified students and by providing academic opportunities beyond the classroom for our students.

Objectives:

Increase the average ACT score of incoming freshmen by one point in five years.

Initiate a mentoring program to encourage and position outstanding students for national awards and scholarships, which will result in 20 or more applications in five years.

1.1.3) Establish a Center for Student Excellence to provide the infrastructure to identify and track outstanding students and to maintain information on national honors, awards and scholarships for which these students should compete.

1.1.4) Identify students with high school/community college leadership experience and prepare them for campus leadership opportunities.

1.1.5) Market the advantages of a four-year education at ESU.

GOAL 1.2: Increase faculty participation in the academic curriculum review process.

Objectives:

1.2.1) Engage faculty in assessing the quality of their degree programs (i.e., providing evidence of appropriate outcomes of student learning, ensuring that the curriculum is aligned with professional standards, and seeking accreditations when available).

1.2.2) Simplify the academic curriculum review process.

1.2.3) Analyze future needs and growth opportunities for new offerings at both the undergraduate and graduate levels, including distance education models.
GOAL 1.3: Increase faculty, staff, and student participation in the assessment of student learning.

Objectives:
1.3.1) Develop a culture of shared responsibility for student learning.
1.3.2) Develop and implement models for the measurement of student learning outcomes.

GOAL 1.4: Expand the “culture of ideas” by increasing intellectual opportunities for faculty and students.

Objectives:
1.4.1) Offer faculty presentations and discussions (e.g., distinguished faculty speaking on the “big ideas” in their discipline) designed for a general audience.
1.4.2) Offer student presentations and discussions (results of student research, study abroad experiences, presentations by international students).
1.4.3) Offer professional development programs to broaden knowledge and increase cultural awareness.
1.4.4) Use innovative technology to expand the audiences for the presentations and discussions.

GOAL 1.5: Assess and enhance the quality of academic advising.

Objectives:
1.5.1) Develop a university-wide advising mission statement, philosophy of advising, clearly articulated expectations for faculty advising, and a set of outcomes for the delivery of advising.
1.5.2) Develop and implement a process to continually assess the effectiveness of undergraduate advising.
1.5.3) Develop and implement a process to continually assess the effectiveness of graduate advising.
1.5.4) Develop and implement an advisor training program in coordination with the Director of the Student Advising Center, including information about CAPP (Curriculum Advising and Program Planning), which is an advising tool in Banner.
GOAL 1.6: Develop and implement First-Year Experiences within academic departments and university programs.

Objectives:
1.6.1) Increase the number of departmental First-Year Experience programs.
1.6.2) Review and, if necessary, modify existing Student Life connections to First Year Experiences.
1.6.3) Assess models to address academic needs of undeclared students to support retention.
1.6.4) Develop university goals for assessing the effectiveness of First-Year Experience programs.
1.6.5) Develop rubrics for assessing the effectiveness of existing programs and build upon successful models.

GOAL 1.7: Develop, implement, and support interdisciplinary courses.

Objectives:
1.7.1) Create a faculty committee to work with the Provost to establish criteria, handle logistics, and allocate appropriate resources for interdisciplinary courses.
1.7.2) Use successful, innovative interdisciplinary offerings to help recruit talented students and faculty.

GOAL 1.8: Develop, support, and expand quality graduate programs that are central to the mission and vision of the university.

Objectives:
1.8.1) Position the university to take advantage of graduate program growth and opportunities.
1.8.2) Develop and implement a marketing and recruitment plan to support graduate programs.
1.8.3) Assess the use and compensation of graduate teaching assistants, graduate research assistants, and graduate administrative assistants.
1.8.4) Ensure that graduate education is represented on appropriate university councils and committees.
GOAL 1.9: Develop and implement a plan to increase the recruitment of minority faculty, students, and staff.

Objectives:
1.9.1) Review the current composition of the ESU student body.
1.9.2) Review the current composition of ESU faculty and staff.
1.9.3) Cultivate strategic connections with community minority entities for recruiting minority faculty, students, and staff.
1.9.4) Assess the multi-cultural competence of ESU faculty, staff, and students.

GOAL 1.10: Enhance the accessibility of academic and co-curricular activities for individuals with disabilities.

Objectives:
1.10.1) Develop and implement strategies to assist faculty and staff in creating accessible online content.
1.10.2) Offer professional development opportunities on topics related to the inclusion of people with disabilities, including academics, co-curricular activities, facilities, and student employment.
1.10.3) Assess the Admissions and Enrollment processes and implement strategies to assure access by individuals with disabilities.

GOAL 1.11: Provide functional and innovative instructional and offices spaces to support current needs and planned enrollment growth.
STRATEGIC THEME #2

To increase the number of opportunities for students, faculty, and staff to engage with local, regional, and national entities to develop and manage mutually beneficial partnerships.

GOAL 2.1: Cultivate new strategic connections with the community of Emporia and the region.

Objectives:
2.1.1) Assess opportunities for collaboration with the Emporia community.
2.1.2) Investigate the creation of a community/regional business incubator.
2.1.3) Assess and create opportunities with the Emporia community and regional programs to further enhance academic learning opportunities for students.
2.1.4) Develop a speaker’s bureau of faculty, staff, students, and community members to provide expertise on differing topics to external entities.

GOAL 2.2: Cultivate new strategic connections between Emporia State University and national entities.

Objectives:
2.2.1) Identify national foundations to partner with Emporia State University.
2.2.2) Continue to work with national leadership on the promotion of Emporia State University.
GOAL 2.3: Strengthen and cultivate new strategic connections between Emporia State University and other institutions of higher education in Kansas and the surrounding states.

Objectives:
2.3.1) Coordinate the development of dual enrollment programs with identified community colleges
2.3.2) Review and if necessary modify “pre” programs to include degree completion options.
2.3.3) Identify and develop “feeder” programs with other institutions of higher education to create a seamless entry to Emporia State University.
2.3.4) Strengthen data tracking and feedback channels with community colleges to clearly articulate the current opportunities associated with continued education at ESU.

GOAL 2.4: Strengthen and cultivate new strategic connections with Emporia State University alumni and the University community.

Objectives:
2.4.1) Collaborate with the Director of Alumni Relations to expand the opportunities for current students to broaden learning opportunities with alumni.
2.4.2) Strengthen and increase communication between academic and university programs and their alumni (i.e., annual alumni newsletters, receptions).
2.4.3) Strengthen and increase relationships with alumni by increasing the number and frequency of activities, both on and off campus, that involve alumni participation.

GOAL 2.5: Enhance and diversify sources of funding.

Objectives:
2.5.1) Examine the feasibility of hiring a full-time grant writer for research and academic programming.
2.5.2) Develop a plan to enhance support for faculty and staff grant proposal development and submission.
2.5.3) Investigate funding opportunities available from the State of Kansas, other government agencies, and private foundations.
2.5.4) Develop a plan to implement a comprehensive fundraising campaign.
2.5.5) Explore offering entrepreneurial educational programs (i.e. continuing education, webinars, offsite training sessions, workshops).
2.5.6) Determine appropriate levels for tuition and fees as a financing resource.
ENGAGING EXCELLENCE

EMPORIA STATE UNIVERSITY’S STRATEGIC PLAN

STRATEGIC THEME #3

To enhance the opportunities for the Emporia State University community to engage in international learning.

GOAL 3.1:  Expand and diversify international opportunities.

Objectives:
3.1.1) Identify the appropriate level of human and financial resources required to support the planned increase in international education on campus and in the community.

3.1.2) Create, implement, and assess international student orientation programs.

3.1.3) Provide advising information and systematic training for faculty advising international students.

3.1.4) Create and implement an orientation program for ESU students going abroad to study (e.g., financial planning based on the level of ESU support; cultural information) through the leadership of the Office of International Education.

3.1.5) Develop and implement a program that mentors faculty to take advantage of opportunities to teach internationally.

3.1.6) Develop a plan to provide a more comprehensive assessment of the English speaking and writing proficiency of non-native speakers.

3.1.7) Develop a plan to create international faculty visiting professorship positions.

GOAL 3.2:  Promote increased global awareness

Objectives:
3.2.1) Increase campus communications and publicity about international opportunities.

3.2.2) Increase participation of students and faculty in study abroad programs and international teaching and internship opportunities.

3.2.3) Expand partnerships with domestic and international universities and agencies to further diversify our international educational opportunities.

3.2.4) Establish programs that involve international students and US students, ESU faculty and staff, and the Emporia community in shared cultural awareness and experiences.

3.2.5) Establish curricular opportunities to enhance global awareness.

GOAL 3.3:  Increase the recruitment of international students by expanding the relationships between Emporia State University and its current and future partners.
STRATEGIC THEME #4

To improve communication among all University stakeholders.

GOAL 4.1: Improve vertical and horizontal communication within the ESU community.

Objectives:

4.1.1) Evaluate current methods of communication including business practices to determine their effectiveness.

4.1.2) Develop a mechanism for gathering and submitting information to inform others of important ESU events, activities, and accomplishments.

4.1.3) Increase the use of innovative technology to effectively enhance communication with constituents.
EMPORIA STATE UNIVERSITY’S STRATEGIC PLAN

■ STRATEGIC THEME #5

To provide an attractive, welcoming, and sustainable learning and working environment.

GOAL 5.1: Recognize the important role played by faculty and staff in fulfillment of the ESU mission.

Objectives:
5.1.1) Develop a mechanism to biennially assess faculty and staff morale.
5.1.2) Continue to emphasize the importance of shared governance in the decision-making process of the institution.
5.1.3) Recognize and celebrate University, faculty, and staff accomplishments.

GOAL 5.2: Update and maintain campus facilities.

Objectives:
5.2.1) Provide signage at campus buildings to include the name of the building.
5.2.2) Develop a plan to enhance appearance of campus entrances, campus landscaping, and green spaces.
5.2.3) Enhance heating, ventilation, air conditioning, and internal/external campus lighting for energy efficiency.
5.2.4) Investigate locations for a visible and identifiable place to welcome visitors.
5.2.5) Explore acquiring adjacent space for future campus expansion.
5.2.6) Assess student needs as renovation of the residence halls continues.
5.2.7) Initiate the renovation of the Memorial Union.
GOAL 5.3: Continue emphasis on ESU’s safety and accessibility at all university locations.

Objectives:
5.3.1) Continue to conduct an ADA audit and implement recommendations.
5.3.2) Continue to conduct annual safety audits and implement recommendations.
5.3.3) Review and update the comprehensive disaster recovery and business continuity process.

GOAL 5.4: Provide the appropriate technology necessary to support the strategic plan

Objectives:
5.4.1) Complete ESU’s transition to a wireless campus.
5.4.2) Develop and implement a plan for providing SMART classroom technology, as appropriate, in instructional spaces.
5.4.3) Develop and implement a plan and structure for the use of innovative technology to enhance educational experiences at ESU.
5.4.4) Assess campus computer and technology needs to support academic and administrative functions (i.e., are current computer laboratories sufficient? Are computers for students needed in classrooms?).
5.4.5) Continue professional development programs in the use of technology (such as the E Learning Institute).
5.4.6) Address the technological needs required for increases in distance education instruction (i.e., ITV rooms, Blackboard redundancy systems).
5.4.7) Assess whether or not for each student should be expected to provide/own specified technology.
5.4.8) Develop and implement a comprehensive information security management plan.