THE
ADAPTIVE
UNIVERSITY
STRATEGIC PLAN
2015-2025
Strategic Plan: The Adaptive University - Strategic Plan 2015-2025

TITLE: The Adaptive University - Strategic Plan 2015-2025


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

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, 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.

Goals and Objectives:

Strategic Plan GOAL 1: Pursue distinctive initiatives in curricula and programs that will foster vibrant communities.

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.

Strategic Plan GOAL 2: Enrich the student experience with opportunities for leadership development and practice.

Objective 1: Expand leadership development in academic programs.

Objective 2: Utilize leadership competencies with co-curricular applications.

Strategic Plan GOAL 3: Enhance the competitive role of Kansas by achieving the State's goals for public higher education.

Objective 1: Increase undergraduate student enrollment, retention and completion.

Objective 2: Grow enrollment in graduate and distance programs.

Objective 3: Implement or enhance services that prepare, train, and cultivate students for 21st century careers.
Strategic Plan GOAL 4: Create a culture of adaptive change as the foundation for innovation and growth.
Objective 1: Implement the Campus Master Plan.
Objective 2: Align resources (financial, human, facilities, and technology) to accomplish strategic goals and associated objectives.
Objective 3: Engage alumni and friends to add value to the Hornet experience.
Objective 4: Inspire philanthropy.
Objective 5: Establish the University as an adaptive university.

Strategic Plan GOAL 5: Create and maintain a diverse and inclusive environment that is supportive of, and committed to, the success of all members of the population that it serves, a population that reflects the broad diversity of the human experience.

DEIP Goal 1: Improve university access and student persistence to increase the diversity of the Emporia State University community.
Objective 1.A: Improve the diversity of the student body.
Objective 1.B: Improve the diversity of faculty and staff within the campus community.
Objective 1.C: Enhance alumni relations among domestic and international minorities.

DEIP Goal 2: Identify and enhance students' diversity-related educational opportunities and experiences to ensure that all students graduate with core cultural competencies, skills, and habits of mind necessary for living and working effectively as members of a diverse, global community.
Objective 2.A: Enhance and expand diversity, equity, and inclusion learning opportunities for students.
Objective 2.B: Enhance and expand campus-wide efforts at promoting diversity, equity, and inclusion practices.

DEIP Goal 3: Develop and nurture learning communities that promote diversity, equity, and inclusion in the curriculum and co-curriculum.

DEIP Goal 4: Ensure Diversity, Equity, and Inclusion Plan accountability by assessing goal accomplishment and strategy effectiveness. The assessment process is to include plan adaptations and implementation of improvement strategies with the intention of sustaining the plan.
Objective 4.A: Assess progress on university diversity goals and integrate change strategies as appropriate.
Objective 4.B: Establish and/or strengthen university structures that support diversity.
Objective 4.C: Review and as needed revise or create policies and practices that ensure diversity, equity, and inclusion compliance.

DEIP Goal 5: Develop and maintain a campus climate and culture in which embracing diversity, equity, and inclusion is a core value lived by all members of the Emporia State community.
Objective 5.A: Increase Emporia State employees' capacity to create and support an inclusive and diverse campus community.
Objective 5.B: Increase and improve Emporia State University's diversity, equity, and inclusion-related messaging.

**Strategic Planning Process:** The new cycle of strategic planning began in August, 2013 and concluded with the development and implementation of *The Adaptive University* strategic plan in the 2015 Academic Year. Documents related to this process are attached as evidence of the timeline, the planning process and other pertinent details.

- Foresight 2020 PDF - KBOR
- Strategic Plan 2015 - 2025 (Implementation of Goals and Objectives)
- Strategic Plan 2025 A Background Document Draft 2
- Strategic Plan Elements - February 12, 2015 (1 page summary)
- Strategic Planning Record (Meetings and Correspondence)
- Strategic Planning Timeline for HLC Report
- SWOT Summary Abridged