

# Draft Strategic Plan for Shawnee State University

## Report of the Shawnee 20/20 Planning Process

Two years ago in February of 2007, President Morris introduced the Shawnee 20/20 Strategic Planning process during her State of the University address. The original plan had been to complete Shawnee 20/20 by December of 2007, but in the summer, Chancellor Eric Fingerhut requested that each campus suspend planning efforts while his office completed a statewide strategic plan. That plan, *Strategic Plan for Higher Education 2008-2017*, was submitted to the Ohio Legislature on March 31, 2008. Shawnee State faculty and staff reviewed the plan in detail and the implications for SSU before we restarted the Shawnee 20/20 planning.

During the fall of 2008, the three Shawnee 20/20 Futures Teams met and completed their work in light of the State of Ohio strategic plan for higher education. This draft of Shawnee's Strategic Plan includes the final report from each of the Futures Teams and appendices to support their work and the planning process. One influence of the Chancellor's Plan was to begin the conversation about a Shawnee State *Center of Excellence*. That discussion will need to continue on campus as we learn more about the requirements and opportunities for Centers of Excellence under the Chancellor's plan. Ideas for a Shawnee Center of Excellence are share in the Academic Futures Team Report and in the appendices.

Shawnee's Strategic Plan has three themes that are reflected in the work of the Futures Teams.

**Teaching and Learning:** *To be widely recognized as an exemplary public university committed to student success and excellence in teaching and learning.*

All three Futures Teams recognized this central theme in their recommendations. The Academic Affairs Futures Team proposed new degree programs at the graduate and baccalaureate levels. The Student Affairs Team focused on retention and advising. The University-wide Initiatives Team recommended new partnerships with community colleges to continue and expand programs at the associate degree level.

**Growth and Development:** *To assure the full development of the University through planned enrollment growth and wise investment in educational initiatives.*

The Futures Teams developed strategies for growth in enrollment and development/improvement of all aspects of the university community. The Academic Affairs Futures Team proposed a focus on applied regional research. The Student Affairs Team recommended growth and improvements in student life and recreational opportunities. The University-wide Initiatives Team proposed revisions in business processes and communication methods. All three teams recommended new and/or renovated facilities and spaces to accommodate growth at Shawnee State.

**Community:** *To increase opportunities for students, the campus community, and area residents by pursuing joint initiatives with the larger community and by cultivating a shared sense of purpose within the University.*

The Futures Teams proposed initiative for improvements in the campus community and stronger connections with the larger community. The Academic Affairs Futures Team recommended increased efforts in the area of international activity, recruitment of international students and expansion of international opportunities for Ohio students. The Student Affairs Team recommended a number of activities to strengthen the university community and enhance student retention.. The University-wide Initiatives Team proposed the development of an Entrepreneurship Center to connect with enrollment growth and local economic development.

The following reports of each Futures Team include many more ideas and detailed recommendations than the brief summary presented above. Many of the proposals will need additional input and refinement as they are implemented. Other proposals are quite detailed and can be initiated quickly as resources become available.

Please direct comments and suggestions to Dave Todt and/or members of the Strategic Planning Committee.

Appendices:

**Shawnee 20/20 Narrative Description**

**Shawnee 20/20**  
**Academic, Student Affairs, and University Initiatives Master Planning**  
**Shawnee State University**  
**2006-2007**

**Introduction**

Shawnee State University has a goal of growing to 5300 students. The campus will complete a Campus Master Plan in April 2007 that is based on growth to this number along with meeting other campus needs such as recreation and parking. The Campus Master Plan includes foot prints for building additions and new buildings; expansion of the campus to the east, north and west; addition of a number of recreation facilities for both intercollegiate athletics and student life; and increased parking for students and special events that bring the general public to campus. In addition to the Campus Master Plan, several other planning activities have taken place recently:

- creation of an enrollment management unit to promote recruitment and retention,
- a survey of academic department enrollment management goals and capacity,
- an AQIP Action Project on Student Affairs and Assessment of Student Activities,
- five years of economic performance reports,
- establishment of an Office of Institutional Research, and
- kick-off of a \$12 million Capital Campaign.

These activities provide a foundation for a campus-wide planning process that can ask the questions, “What should come next in the growth and development of Shawnee State?” “What should be the priorities for developing new academic and student affairs programs consistent with Shawnee’s mission and strategic goals?”

**Assumption**

The proposed planning process makes a number of assumptions including the following:

- The planning process will be based on Shawnee’s Mission/Vision/Goals,
- The planning process will look more than a decade into the future,
- The process will be very open and listen carefully to ideas, proposals, and concerns from all constituent groups,
- The process will be completed by December 2007 to integrate into 2008 Budget Planning, and
- Shawnee 2020 will be introduced at State of University Address, 2/27/07

Several long-term assumptions are also part of Shawnee 2020:

- Several initiatives and priorities at the state and national level (Access and Affordability, Workforce Development, Accountability, and STEM<sup>1</sup>) should be monitored as they will influence planning at Shawnee,
- The Office of Institutional Research will be implemented and be of assistance in meeting the data and information needs of future planning efforts,
- The planning process for Shawnee 2020 will model the kind of open, transparent, and continuous planning efforts that will follow at SSU,
- The philanthropic objectives of some of our donors may influence planning and resources needed to achieve plans,
- The cycle of planning and budgeting will be more closely linked, and
- All segments of the University will have a role in the planning and budgeting processes.

## Organization

The organization of the planning process will include creation of a 2020 Steering Committee representing BAQIP and constituent groups; selection of an Academic, Student Affairs, and University Initiatives Planning Consultant to facilitate the SSU 2020 Program Master Plan; and the formation of an *Academic Futures Team* led by the Provost and a *Student Affairs Futures Team* led by the Vice-President for Student Affairs, and a *University Initiatives Futures Team* led by the Vice-President for Business Affairs.

The 2020 Steering Committee with assistance from the Planning Consultant will collect ideas, information and data through a series of open meetings and surveys will all constituent groups. Community input will be obtained through a President's Community Forum. The data and information gathered will be used by the three *Futures Teams* to develop preliminary recommendations.

The preliminary recommendations and report will used as a basis for categorizing future projects and programs into groups based on high, medium and low priority. The process of prioritization will involve campus meetings and review by appropriate campus committees. The Academic, Student Affairs, and University Initiatives Plan for Shawnee 2020 will be submitted to the President for action and presentation to the Board of Trustees.

While this planning process shows a completion in December of 2007 for a plan that looks to the year 2020, the nature of continuous planning is that it operates on a cycle of gathering information, planning, taking action, assessing results by gathering information and beginning the next iteration of planning. As circumstances change, new opportunities become evident and Shawnee is faced with new challenges, the planning process will need to adjust and adapt.

---

<sup>1</sup> STEM is the acronym for Science, Technology, Engineering, Mathematics/Medicine programs