



Strategic Plan 2016

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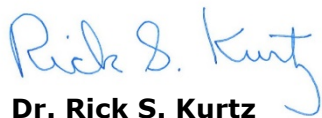
Introduction

Thirty years is the span of a generation. In its first 30 years, Shawnee State University experienced a great many “firsts” as it grew. Academic programs were developed. Processes to improve access to higher education in the Appalachian region of Ohio were formed. Student services were created, and community partnerships were formed. What was built in 1986 served our students and community well in our early years of growth.

To serve the changing and growing needs of the next generation, we launched a 12-month strategic planning process. Over that time, we worked with faculty, staff, students, alumni, parents, business leaders, donors, and community members to take an in-depth look at who we are, who we serve, how our environment has changed, what sets us apart as an institution, and what our students, community, region, and state need from us today – and tomorrow.

We’re proud of the work that went into developing this strategic plan — and we look forward to seeing it come to life as we work with divisions, departments, teams, and individuals to accomplish specific goals that help us to fulfill our mission and work toward our vision for the future.

Thank you to all those on this journey with us.



Dr. Rick S. Kurtz
President
Shawnee State University



Klara Reynolds
Board Chair
Board of Trustees



Guiding Principles

Our Guiding Principles reflect the culture at Shawnee State University and express why we exist, what we value, and our aspirations for the future.

Our Mission

We prepare today's students to succeed in tomorrow's world.

Our Vision

We will be a best-value university offering a wide range of high-quality signature programs.

Our Enduring Values

Enduring values provide a foundation for everything we do.

They guide how we behave in our interactions with our students, families, alumni, friends of the University, and each other.

They tell our clients what is important to us and what they can expect from us.

Student-Focused Service

We place students at the center of everything we do and every decision we make.

Community Engagement

We value the diverse perspectives of the people within our community — on and off campus — and our role in enriching the lives of those who work, live, and discover here.

Authentic Dialogue

We respect open, honest, and sincere two-way communication.

Thoughtful Risk-Taking

We value innovation and encourage those around us to dream big and explore new possibilities.

Culture of Continuous Improvement

We look for opportunities to improve.

Strategic Planning Participants

We gratefully acknowledge the time, expertise, and insight of these participants:

Jeff Bauer*	Provost and Vice President, Academic Affairs
Elinda Boyles*	Vice President for Finance and Administration
Anne Marie Gillespie	Vice President for Enrollment Management and Student Affairs
Bob Trusz	Dean of Library Services
Paul Madden	Dean, College of Professional Studies
Brenda Haas	Dean, University College
Andy Napper	Acting Dean, College of Arts and Sciences
Marcie Simms	Dean of Students
Becky Thiel	Acting Associate Provost
Eric Braun	Interim Special Assistant to the President for External Affairs and Executive Director of Development
Chris Shaffer	Director, Institutional Effectiveness
Elizabeth Blevins*	Director, Marketing and Communications
Andrew Feight	Faculty – Social Sciences and President, University Faculty Senate
Michael Barnhart	Faculty – Fine, Digital and Performing Arts
Mich Nyaualo	Faculty – English and Humanities
Marc Scott	Faculty – English and Humanities
Tony Ward	Faculty – Rehabilitation and Sport Professions
Ginny Pinson	Faculty – Business Administration
Rick Kurtz, Ex Officio*	President

* Denotes members of the Steering Team

Strategic Framework

This map illustrates the assumption underlying the University's strategic journey: SSU must deliver on its strategic goals to fulfill the mission and attain the vision. Our five enduring values guide everyone's behaviors and decisions.



Strategic Goals

The following tables identify the major strategies needed to accomplish each strategic goal.

Goal 1: Our academic programs give Shawnee State and our graduates a competitive advantage				
1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Obtain resources necessary to enable our programs to be competitive				
a. Transparent strategic budgeting	2016/CONT	FA	AA/EMSA/AEX/ PRES	
b. Float a major bond	FY 17	FA	BOT/AA/EMSA/ AEX/PRES	
c. View faculty release time as an investment	CONT	AA	COLLEGES	
d. More aggressively pursue grants that lead to sustainable programs	2017/CONT	AA	COLLEGES IRSP/AEX	
e. Conduct targeted fundraising initiatives	2016/CONT	AEX	AA/EMSA	
2. Implement a regular standardized process to review and prioritize academic programs				
a. Define what a program is before the review and align the system with the definition	2016	AA	COLLEGES	
b. Meet state's mandates for academic program review	CONT	AA	COLLEGES	
c. Ensure accessibility to data	CONT	AA	IRSP/ITS	

Goal 1: Our academic programs give Shawnee State and our graduates a competitive advantage

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
d. Increase data research and analysis resources	2017	AA	IRSP/FA	
e. Create a system-wide approach to data analysis (e.g., data warehouse)	2017	AA	AA/FA/EMSA	
f. Create a robust technology infrastructure that supports data analysis	2016	FA	AA/ EMSA/AEX	
g. Communicate the review process	2016	AA	AEX/EMSA	
3. Maximize our competitive advantages				
a. Survey students and use information	2016	EMSA	FA/AA/AEX	
b. Implement Phase 1 of the 2016 marketing plan	2016	AEX	EMSA/AA	
(1) Make success data visible online		AEX	EMSA/AA/FA	
(2) Reach out to high schools		AA	EMSA/AEX	
(3) Explore local directional signage		FA	AEX	
c. Develop a robust alumni outreach program (friend-raising vs. fundraising)	2016/CONT	AEX	AA/EMSA	
d. Recruit and retain more diverse and inclusive student body	CONT	EMSA	AA/AEX	
4. Advance a culture of continuous improvement for academic programs				

Goal 1: Our academic programs give Shawnee State and our graduates a competitive advantage

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
a. Infuse new cultural thinking via the strategic planning process and align with guiding principles	CONT	PRES	AEX/AA/FA/ EMSA	
(1) Provide staff development and interaction on the desired culture	CONT	PRES	AEX/AA/FA/ EMSA	
(2) Provide incentives for modeling the exemplary living out of the Shawnee culture	CONT	PRES	AEX/AA/FA/ EMSA	
(3) Do not tolerate behaviors that counter the Shawnee culture	CONT	PRES	AEX/AA/FA/ EMSA	
b. Clarify expectations	CONT	PRES	AEX/AA/FA/ EMSA	
c. Emphasize a culture of quality	CONT	PRES	AEX/AA/FA/ EMSA	
d. Provide transparency on problems and solutions	CONT	PRES	AEX/AA/FA/ EMSA	

Goal 2: Our admission practices help prospective students identify the best pathway to their career goals

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Establish and regularly review best practices that directly support student success				
a. Early orientation	2016/CONT	EMSA	AA/AEX	
b. Course on first-year experience	2016	AA	COLLEGES	
c. Provide information and outcome data to public school teachers and superintendents	CONT	AA	EMSA/AEX	
d. Teach financial literacy and develop benchmarks and milestones	2016	AA	EMSA/AEX/ COLLEGES	
e. Address Academic Affairs and Student Affairs risk factors	CONT	AA	EMSA/AEX	
f. Incorporate proven best practices for supporting at-risk students	2016	AA	EMSA	
g. Speak students' language throughout all materials	CONT	EMSA	AA/AEX/FA	
h. Identify and define behaviors correlated to student success and communicate those behaviors to students	2017	AA	EMSA/AEX	
i. Open access to computers and Internet spaces	2017	FA	AA	
j. More co-requisite courses	2018	AA	COLLEGES	
k. Student role models and mentors (peer mentorship)	2017	EMSA	AA	

Goal 2: Our admission practices help prospective students identify the best pathway to their career goals

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
l. Tutoring satellites across campus	2017	AA	EMSA	
m. Develop a cohort model	2018	AA	EMSA/AEX	
n. Clearly show path to success. Establish success rituals.	2016/CONT	EMSA	AEX/AA/ PRES/FA	
o. Integrate program-specific success supports across courses	2018	AA	EMSA/AEX	
2. Implement programs that identify the best career pathways for prospective students				
a. Explore alternative approaches for students to be accepted outside traditional matriculation criteria	2018	AA	EMSA	
b. Decide how to provide a successful developmental coursework pathway for residential students	2016/CONT	AA	EMSA/AEX COLLEGES	
c. Develop a strategic enrollment plan	2017	EMSA	AEX,AA	
d. Provide clear admissions deadlines: Deferment vs. 'no'	2017	EMSA	AA/AEX	
e. Partner more with public schools, community colleges, and career tech centers	2016	AA	EMSA/AEX/ PRES	
3. Set expectations for students' responsibilities in their own success				

Goal 2: Our admission practices help prospective students identify the best pathway to their career goals

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
a. Willingness to actively participate: Challenge and choice ("Do you have what it takes?" marketing campaign)	2018	AEX	EMSA/AA	
b. Adopt a client-service versus customer-service partnership model	CONT	PRES	AEX/AA/FA/ EMSA	

Goal 3: Our services enhance the quality of life for students and community

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Develop a communication plan that outlines effective communication processes				
a. Build overt, intentional, transparent, and cross-functional collaborative communication without the risk of punishment	CONT	PRES	AEX/AA/FA/ EMSA	
b. Create social events to build inter-collegiate and cross-functional relationships	CONT	PRES	AEX/AA/FA/ EMSA	
c. One-stop communication resource / database / Google Search / Calendar	2018	AEX	FA/EMSA/AA	
d. Keep up-to-date on communication channels and social media	CONT	AEX	EMSA/AA	
2. Contract vendor services that are high quality and address student needs				
a. Create more effective meetings between students and contract services by having administrators attend meetings and reducing meeting frequency	CONT	EMSA	FA/AA/AEX	
b. Revisit service contracts to make them more student-friendly	2017/CONT	FA	EMSA/AA/AEX	
c. Institute annual contract review meetings [note – encourage participation by students, or have a meeting with students prior to annual contract review meetings]	CONT	FA	EMSA/AA/AEX	

Goal 3: Our services enhance the quality of life for students and community

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
d. Explore local sourcing opportunities	2018	FA	AEX	
e. Streamline the contracting processes	2016/CONT	FA	AEX	
f. Continue to work with the housing provider to provide more student-friendly services	CONT	EMSA	FA	
g. Develop a housing contingency plan for students, grad students, and faculty	2017	FA	EMSA/AA/AEX	
3. Cultivate diverse and strong partnerships with the community				
a. Partner with city and state on traffic patterns and signage	2016	FA	AEX	
b. Push SSU footprint into downtown in a positive way	2017	AEX	FA/AA/EMSA	
c. Create a teacher exchange program with local high schools	2017/CONT	AA	EMSA/AEX	
d. Create an SSU/K-12 mentoring partnership	2016/CONT	AA	EMSA/AEX	
e. Explore educational opportunities for students and the community that benefit the community	CONT	AEX	AA/EMSA	
f. Be a resource and a partner in economic development	CONT	AEX	AA/EMSA/FA	
g. Increase service learning opportunities	2017	AA	EMSA	

Goal 3: Our services enhance the quality of life for students and community

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
4. Manage resources to promote efficiency and enhance services to students and the community				
a. Maximize the Vern Riffe Center for events that attract both the community and students	2017	AEX	AA/EMSA/FA	
b. Encourage staff and faculty service to the community and students	CONT	PRES	AEX/AA/FA/ EMSA	
5. Promote an institutional culture that reflects our mission, vision, and enduring values				
a. Create student-centered class schedules	2017	AA	EMSA/FA/AEX	
b. Build a sense of community on campus	CONT	PRES	AEX/AA/FA/ EMSA	
c. Explore theme-based programming and research	2018	AA	AEX/EMSA	
d. Ensure training programs address cultural concerns of faculty and staff	CONT	FA	AA/EMSA/AEX	
e. Build upon the FYE program	CONT	AA	COLLEGES	
f. Conduct best-practice advising training for faculty	2017	AA	EMSA	

Goal 4: Our operations and processes are customer-focused and outcome-driven

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Engage in data-informed decision-making				
a. Develop an intranet with nonpublic data (e.g., academic program review)	2017	FA	AEX/EMSA/AA	
b. Identify, fix, and replicate successful processes that help students from pre-enrollment to graduation	CONT	EMSA/AA	FA/AEX	
c. Break down silos in enrollment management across divisions to facilitate collaboration	CONT	EMSA/AA	FA/AEX	
d. Require faculty and staff to utilize the available tools needed for data analysis and decision-making	CONT	PRES	AEX/AA/FA/ EMSA	
2. Adopt best practices in our operations and delivery of services				
a. Conduct peer comparisons regarding best practices	2017	PRES	AEX/AA/FA/ EMSA	
b. Encourage professional development regarding best practices	CONT	PRES	AEX/AA/FA/ EMSA	
c. Balance teaching load with professional development	CONT	AA	COLLEGES	
d. Establish a leadership development program for faculty and staff	2017	FA	AA/AEX/EMSA	
e. Expand the Teaching and Learning Center	2018	AA	FA/EMSA/AEX	

Goal 4: Our operations and processes are customer-focused and outcome-driven

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
f. Explore alternative instructional delivery options	CONT	AA	FA/EMSA/AEX	
g. Define data needs and how to access data	2017	AA	FA/EMSA/AEX/ PRES	
h. Explore best practice service delivery options	CONT	FA	EMSA/AEX/AA	
i. Ensure that the academic program review process is guided by best practices	CONT	AA	COLLEGES	
3. Promote a culture of optimism, inclusion, and success				
a. Report and celebrate institutional success	CONT	PRES	AEX/AA/FA/ EMSA	
b. Proactively address the culture of fear	CONT	PRES	AEX/AA/FA/ EMSA	
c. Promote a faculty culture of concern and caring for students	2017	AA	AEX/EMSA	
d. Celebrate instances of living the enduring values especially authentic dialogue, thoughtful risk-taking, and culture of continuous improvement	CONT	PRES	AEX/AA/FA/ EMSA	
e. Clearly define everyday business processes and procedures that support strategic change	CONT	FA	AEX/AA/PRES/ EMSA	

Goal 4: Our operations and processes are customer-focused and outcome-driven

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
4. Foster an image and brand of SSU as a student-centered, best-value university				
a. Reinforce branding messages internally and externally	CONT	AEX	AA/EMSA/FA	
b. Address concerns of students and invest resources to support successful students	2016	AA/EMSA	AEX/FA	
c. Highlight and market high-quality programs	2017	AEX	EMSA, AA	
d. Brand SSU as a "first choice" university	2017	AEX	EMSA/AA/FA/ PRES	
e. Bust the myths (e.g., embrace Appalachia Proud)	CONT	AEX	EMSA/AA/FA/ PRES	
f. Define signature programs	2017	AA	EMSA/AEX	
5. Align resources to support student success in tomorrow's world				
a. Expand on-campus utilization of students in meaningful campus employment, research, and professional internships	2017	PRES	AEX/AA/FA/ EMSA	
b. Establish research assistant and teaching assistant positions for students	2018	AA	AEX/FA	
c. Share resources across divisions	CONT	PRES	AEX/AA/FA/ EMSA	
d. Upgrade technology to keep up with the expectations of students in higher education	CONT	PRES	AEX/AA/FA/ EMSA	

Measures of Success

An important element of any strategic plan is a description of success in quantitative ways. This table summarizes the critical measures of success for Shawnee State University's mission, vision, and goals. Targets describe what level of a particular success measure is to be achieved. More detailed measures may be tracked as necessary to inform these high-level metrics.

Mission	Measures of Success	Targets (if applicable)
We prepare today's students to succeed in tomorrow's world.	• Graduation and Program Completion	• Increase by 20% by 2021
	• Job Placement	• Establish Baseline in 2017 • Set target annually
	• Graduate/Professional School Placement	• Establish Baseline in 2017 • Set target annually
Vision	Measures of Success	
We will be a best-value university offering a wide range of high-quality signature programs.	• Retention Rate	• Increase by 18% by 2021
	• Professional Accreditation of Programs	• Five-year cycle
	• Peer Comparison for Cost of Attendance	• Establish a baseline in 2017/18 • Re-evaluate on three-year cycle
	• Academic Program Review	• Five-year cycle

Measures of Success – continued

Strategic Goals	Measures of Success	Targets (if applicable)
Goal 1: Our academic programs give Shawnee State and our graduates a competitive advantage	<ul style="list-style-type: none"> Job Placement 	<ul style="list-style-type: none"> Establish Baseline in 2017 Set target annually
	<ul style="list-style-type: none"> Graduate/Professional School Placement 	<ul style="list-style-type: none"> Establish Baseline in 2017 Set target annually
	<ul style="list-style-type: none"> Success on Licensure Tests 	<ul style="list-style-type: none"> Establish Baseline in 2017 Measure annually
Goal 2: Our admission practices help prospective students identify the best pathway to their career goals	<ul style="list-style-type: none"> Retention Rate 	<ul style="list-style-type: none"> Establish Baseline in 2017 Measure annually
	<ul style="list-style-type: none"> Graduation and Program Completion 	<ul style="list-style-type: none"> Establish Baseline in 2017 Measure annually
	<ul style="list-style-type: none"> Job Placement 	<ul style="list-style-type: none"> Establish Baseline in 2017 Set target annually
Goal 3: Our services enhance the quality of life for students and community	<ul style="list-style-type: none"> Client Satisfaction 	<ul style="list-style-type: none"> Establish Baseline in 2017 Set target annually
	<ul style="list-style-type: none"> Community Service 	<ul style="list-style-type: none"> Establish Baseline in 2017 Set target annually

Goal 4: Our operations and processes are customer-focused and outcome-driven	<ul style="list-style-type: none"> • Client Satisfaction 	<ul style="list-style-type: none"> • Establish Baseline in 2017 • Set target annually
	<ul style="list-style-type: none"> • Customer Satisfaction 	<ul style="list-style-type: none"> • Establish Baseline in 2017 • Set target annually

Implementation Schedule

This schedule may be adjusted based on emerging priorities and budget amendments.

Strategies and Tactics (sorted by target completion date)	2016	2017	2018	2019	2020
1.1.a. Transparent strategic budgeting	x				
1.1.e. Conduct targeted fundraising initiatives	x				
1.2.a. Define what a program is before the review and align the system with the definition	x				
1.2.f. Create a robust technology infrastructure that supports data analysis	x				
1.2.g. Communicate the review process	x				
1.3.a. Survey students and use information	x				
1.3.b. Implement Phase 1 of the 2016 marketing plan	x				
1.3.c. Develop a robust alumni outreach program (friend-raising vs. fundraising)	x				
2.1.a. Early orientation	x				
2.1.b. Course on first-year experience	x				
2.1.d. Teach financial literacy and develop benchmarks and milestones	x				
2.1.f. Incorporate proven best practices for supporting at-risk students	x				
2.1.n. Clearly show path to success. Establish success rituals.	x				
2.2.b. Decide how to provide a successful developmental coursework pathway for residential students	x				
2.2.e. Partner more with public schools, community colleges, and career tech centers	x				
3.2.e. Streamline the contracting processes	x				
3.3.a. Partner with city and state on traffic patterns and signage	x				

Strategies and Tactics (sorted by target completion date)	2016	2017	2018	2019	2020
3.3.d. Create an SSU/K-12 mentoring partnership	x				
4.4.b. Address concerns of students and invest resources to support successful students	x				
1.1.b. Float a major bond		x			
1.1.d. More aggressively pursue grants that lead to sustainable programs		x			
1.2.d. Increase data research and analysis resources		x			
1.2.e. Create a system-wide approach to data analysis (e.g., data warehouse)		x			
2.1.h. Identify and define behaviors correlated to student success and communicate those behaviors to students		x			
2.1.i. Open access to computers and Internet spaces		x			
2.1.k. Student role models and mentors (peer mentorship)		x			
2.1.l. Tutoring satellites across campus		x			
2.2.c. Develop a strategic enrollment plan		x			
2.2.d. Provide clear admissions deadlines: Deferment vs. 'no'		x			
3.2.b. Revisit service contracts to make them more student-friendly		x			
3.2.g. Develop a housing contingency plan for students, grad students, and faculty		x			
3.3.b. Push SSU footprint into downtown in a positive way		x			
3.3.c. Create a teacher exchange program with local high schools		x			
3.3.g. Increase service learning opportunities		x			
3.4.a. Maximize the Vern Riffe Center for events that attract both the community and students		x			
3.5.a. Create student-centered class schedules		x			

Strategies and Tactics (sorted by target completion date)	2016	2017	2018	2019	2020
3.5.f. Conduct best-practice advising training for faculty		x			
4.1.a. Develop an intranet with nonpublic data (e.g., academic program review)		x			
4.2.a. Conduct peer comparisons regarding best practices		x			
4.2.d. Establish a leadership development program for faculty and staff		x			
4.2.g. Define data needs and how to access data		x			
4.3.c. Promote a faculty culture of concern and caring for students		x			
4.4.c. Highlight and market high-quality programs		x			
4.4.d. Brand SSU as a "first choice" university		x			
4.4.f. Define signature programs		x			
4.5.a. Expand on-campus utilization of students in meaningful campus employment, research, and professional internships		x			
2.1.j. More co-requisite courses			x		
2.1.m. Develop a cohort model			x		
2.1.o. Integrate program-specific success supports across courses			x		
2.2.a. Explore alternative approaches for students to be accepted outside traditional matriculation criteria			x		
2.3.a. Willingness to actively participate: Challenge and choice ("Do you have what it takes?" marketing campaign)			x		
3.1.c. One-stop communication resource / database / Google Search / Calendar			x		
3.2.d. Explore local sourcing opportunities			x		
3.5.c. Explore theme-based programming and research			x		
4.2.e. Expand the Teaching and Learning Center			x		

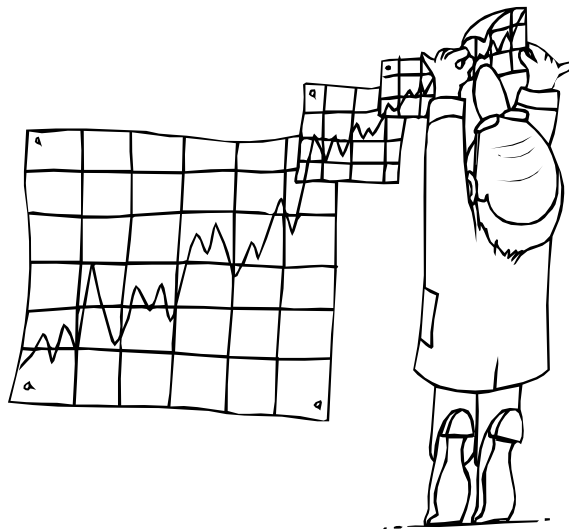
Strategies and Tactics (sorted by target completion date)	2016	2017	2018	2019	2020
4.5.b. Establish research assistant and teaching assistant positions for students			x		

Ongoing Strategies and Tactics
1.1.c. View faculty release time as an investment
1.2.b. Meet state's mandates for academic program review
1.2.c. Ensure accessibility to data
1.3.d. Recruit and retain more diverse and inclusive student body
1.4.a. Infuse new cultural thinking via the strategic planning process, align with guiding principles
1.4.b. Clarify expectations
1.4.c. Emphasize a culture of quality
1.4.d. Provide transparency on problems and solutions
2.1.c. Provide information and outcome data to public school teachers and superintendents
2.1.e. Address Academic Affairs and Student Affairs risk factors
2.1.g. Speak students' language throughout all materials
2.3.b. Adopt a client-service versus customer-service partnership model
3.1.a. Build cross-functional collaborative communication without the risk of punishment
3.1.b. Create social events to build inter-collegiate and cross-functional relationships
3.1.d. Keep up-to-date on communication channels and social media
3.2.a. Create more effective meetings between students and contract services
3.2.c. Institute annual contract review meetings
3.2.f. Continue to work with the housing provider to provide more student-friendly services
3.3.e. Explore ed. opportunities for students and the community that benefit the community
3.3.f. Be a resource and a partner in economic development
3.4.b. Encourage staff and faculty service to the community and students
3.5.b. Build a sense of community on campus
3.5.d. Ensure training programs address cultural concerns of faculty and staff
3.5.e. Build upon the FYE program
4.1.b. Identify, fix, and replicate successful processes that help students pre-enrollment-graduation
4.1.c. Break down silos in enrollment management across divisions to facilitate collaboration
4.1.d. Require faculty/staff to utilize available tools needed for data analysis and decision-making
4.2.b. Encourage professional development regarding best practices
4.2.c. Balance teaching load with professional development

4.2.f. Explore alternative instructional delivery options
4.2.h. Explore best practice service delivery options
4.2.i. Ensure that the academic program review process is guided by best practices
4.3.a. Report and celebrate institutional success
4.3.b. Proactively address the culture of fear
4.3.d. Celebrate instances of living the enduring values
4.3.e. Clearly define everyday business processes and procedures that support strategic change
4.4.a. Reinforce branding messages internally and externally
4.4.e. Bust the myths (e.g., embrace Appalachia Proud)
4.5.c. Share resources across divisions
4.5.d. Upgrade technology to keep up with the expectations of students in higher education

Next Steps

- Communicate the Strategic Plan to staff and internal and external key stakeholders – clearly and often.
- Have internal conversations on how faculty and staff can contribute to the mission and vision and live the enduring values.
- Develop and implement detailed tactical action plans as needed.
- Track progress and identify data trends.
- Focus on strategy throughout the year through strategy-based staff and board of trustees meeting agendas and annual progress reports.
- Regularly report updates and results to all key stakeholders.
- Use measures of success for continuous improvement toward service excellence.
- Celebrate success!
- Regularly review, validate, and update the Strategic Plan.



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