

UNIVERSITY STRATEGIC PLAN

2007-2012

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Overview of the Plan

Our university is at a defining moment in its history. We look to the future cherishing the best of our traditions developed over our 118 year heritage. We move into a future where student qualifications and performance become a focus; where faculty teaching and research skills are more critical than ever; where we hold each other accountable and integrity is a priority; where programs emphasize excellence; where our techniques for constructing knowledge take on new and innovative forms; where we address funding and resources in ways we never have before and where we relentlessly tell the story of a wonderful University.

Our Vision

While cherishing our rich heritage in teaching and service, we will place a renewed emphasis on research, innovation, and outreach. We will hold excellence as the standard for admission, performance, and graduation. We will be a university community of integrity that celebrates life-long learning, welcomes accountability and seeks to benefit society.

The Elements of Our Plan:

- We will attract, retain and value outstanding faculty and staff who are committed to student success, development of knowledge and service.
- We will attract, retain and graduate outstanding students – committed to and capable of lifelong learning.
- We will provide innovative, relevant and quality academic programs that meet student needs.
- We will increase revenue from a variety of sources.
- We will develop a single, pervasive message and image; market it using a global, multi-faceted strategy; and incorporate continuous evaluation to assure maximum effect and efficiency.
- We will provide environments and delivery systems to enable students, faculty and staff, and the greater community to develop their capabilities, build understanding, increase knowledge, and expand service.

FACULTY/STAFF

We will attract, retain and value outstanding faculty and staff who are committed to student success, development of knowledge and service.

Objective 1: We will seek out and value input from faculty and staff on decisions affecting the future of the university.

Objective 2: We will ensure that faculty and staff salaries, for both current and new employees are highly competitive and at a level that will attract and retain outstanding individuals committed to the successful implementation of the vision, mission and values of the university.

Objective 3: We will reward faculty and staff who demonstrate excellence in teaching and recruiting, retaining, and graduating our students.

Objective 4: We will reward faculty and staff who demonstrate excellence in creative activity and scholarship in the form of grants, research, and publications.

Objective 5: We will reward faculty and staff who demonstrate a commitment to integrated/interdisciplinary teaching, research and scholarly activity, and service.

Objective 6: We will review and implement hiring practices that expedite recruiting quality faculty and staff.

Objective 7: We will provide programs and services that consider the wellbeing and professional growth of the whole person.

STUDENTS

We will attract, retain and graduate the best students – committed to and capable of lifelong learning.

Objective 1: We will develop and implement a coordinated and focused student recruitment program.

Objective 2: We will review, revise to strengthen, and enforce the admissions standards of the university. Criteria for admission will include class rank and entrance scores.

Objective 3: We will develop a comprehensive and coordinated new student orientation program.

Objective 4: We will institute a comprehensive campus-wide retention program.

Objective 5: We will provide coordinated, timely and relevant services to meet diverse student needs and interests.

Objective 6: We will increase graduation rates of students who are well prepared for successful careers and a meaningful life.

ACADEMICS, PROGRAMS AND STRUCTURE

We will provide innovative, relevant and quality academic programs that meet student needs.

Objective 1: We will strengthen and balance the core curriculum and explain to every student how mastery of these subjects supports democracy and provides the basic building blocks for lifelong learning.

Objective 2: We will review current academic programs for their viability, relevance, and potential to achieve and maintain excellence, and when appropriate, seek national accreditation.

Objective 3: We will develop new programs and centers of excellence that are consistent with the University mission and societal needs.

Objective 4: We will provide incentives and resources to support the establishment of 3-6 nationally recognized programs.

Objective 5: We will reach a diverse community of learners by strengthening and expanding the presence of programs in rural and metropolitan areas.

Objective 6: We will develop collaborative teaching, research and outreach efforts across disciplines, programs and schools.

Objective 7: We will fully commit to viable satellite locations and electronic delivery systems.

RESOURCES

We will increase revenue from a variety of sources.

Objective 1: We will increase qualified student enrollment.

Objective 2: We will periodically evaluate tuition and fee structures

Objective 3: We will optimize external funding by coordinating the application for and efficient administration of these resources.

Objective 4: We will enhance revenue generation through grants and contracts, auxiliary enterprises, franchising, licensing, intellectual property, partnerships, and other sources.

Objective 5: We will partner with Institutional Advancement and Alumni Relations to increase resource contributions.

MARKETING

We will develop a single, pervasive message and image; market it using a global, multi-faceted strategy; and incorporate continuous evaluation to assure maximum effect and efficiency.

Objective 1: We will develop a single corporate message that is clear, concise, and creative.

Objective 2: Our marketing program will select, continually evaluate, and determine the most efficient and effective media to reach established regional markets and employ a variety of innovative and accessible media to reach global, multi-generational, gender-specific, and ethnic-specific markets.

DELIVERY AND ENVIRONMENT

We will provide environments and delivery systems to enable students, faculty and staff, and the greater community to develop their capabilities, build understanding, increase knowledge, and expand service.

Objective 1: We will emphasize respect and integrity in all interactions with others; and develop a culture that values civility, diversity, and democratic processes.

Objective 2: We will create safe, healthy, attractive, and student-centered environments for all university communities.

Objective 3: We will utilize appropriate technology to design engaging instruction, enhance collaboration and improve communication, and will regularly and appropriately update technology in faculty and staff offices.

Objective 4: We will design and implement systemic processes to insure that constituents and stakeholders' ideas, concerns, needs, questions, and goals are considered as issues arise or changes are proposed.

Objective 5: We will regularly update the campus master plan and make decisions about facilities from the perspective of that plan.

Objective 6: All entities will be customer oriented and consistently provide a high level of customer service.

Objective 7: We will make our programs accessible and use appropriate instructional design and methods of teaching for the students and the discipline involved.