



# SHIPPENSBURG UNIVERSITY

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*2021-24 Strategic Plan*



SHIPPENSBURG  
UNIVERSITY

# *A Proud Legacy*

Since its founding as Cumberland Valley State Normal School in 1871, Shippensburg University has been serving the educational, social, and cultural needs of our students, the region, and the commonwealth.

That commitment to serve has enabled Shippensburg to progress and lead in ways unimagined by its founders. Shippensburg was the first normal school in Pennsylvania to be chartered as a state teachers college and the first to be accredited by the Middle States Commission on Higher Education. Leadership in academic programs is reflected in the John L. Grove College of Business being the first in the State System of Higher Education to be accredited by AACSB, the premier business accrediting organization. Leading again was the development of the first engineering degrees offered in the System. Born of our innovative spirit, we continue to develop unique academic offerings to prepare our students for the competitive and ever-changing global job market. We are now a comprehensive university, offering bachelor's, master's, and doctoral degree programs.

Ship's primary commitment is to student learning and personal development through proven approaches in the classroom as well as through a wide variety of high-quality, out-of-class experiences. Faculty, counselors, staff, and mentors throughout the university guide students through their time with us, and beyond. Our goal is to have students fully develop their intellectual, personal, and social capabilities to perform as active citizens prepared to succeed in their careers and contribute to their communities.

Outside of the classroom, our students engage readily with faculty and staff as they participate in unique opportunities. Experiential learning and student research are key components of a Shippensburg education: Minds@Work student research conference, the Center for Land Use and Sustainability, the Brad E. Hollinger Stock Trading Room, the Fashion Archives and Museum, and the Grace B. Luhrs University Elementary School—the only public elementary lab school in the state. Away from campus, our students have opportunities to engage in projects and internships throughout the region made possible given our location at the center of the East Coast's major metropolitan areas.

As a university community, we are cognizant of the fact that academic success is not linear for all students and that success may mean different things at different times for students as well as the university. By recognizing each learner's strengths and challenges, the university is better able to address and measure success across the whole student experience, not solely defined as graduation. **Overall, our purpose is to help build a better world through people empowered with the knowledge, abilities, skills, and values to compete in a complex and evolving society.**



# Meeting Challenges, Optimizing Opportunities

Shippensburg University's long history demonstrates its ability to face challenges and capitalize on opportunities effectively.

While the challenges of COVID-19 are most current in our minds, they join ongoing concerns facing the university: financial pressures from shrinking state support leading to budget cuts and constant pressures to do more with less, recognition of the need for increased efforts to support all students in their paths to success, and responding effectively to the needs of society wrestling anew with divisiveness and social justice, careers and communities in transition, and the effects of technology on careers. Many current programs can help address these issues. At the same time, there continue to be opportunities to serve new student markets, offer new academic programs, provide education in new ways, and improve upon even our most successful programs and services.

Challenges and opportunities are found throughout the history of Shippensburg, but we must remember that to thoughtfully respond requires analysis and engaged decision-making aided by the creativity and caring that is characteristically Ship.

How then does Ship stand out? On the most essential level, any university—as an embodiment of enlightenment and education—has but one goal: the betterment of society. Faculty members make direct contributions to their disciplines and prepare students to make contributions by imparting knowledge and wisdom, encouraging intellectual curiosity, and cultivating certain academic attitudes and habits of mind. Indeed, seen in this light, every graduate is improving their community in some way, just as every piece of scholarship from every faculty member advances their field of expertise.

As an academic institution, we are unique in that the type of scholarship and service at which we excel is oriented to relevant and practical outcomes: the improvement of the lives of real people. It is so much part of our values that it permeates the fundamental academic work we do. Similarly, we have a moral obligation to embody the principles of diversity, equity, and inclusion: Truly valuing everyone—student, faculty, staff—is the only way to move closer to realizing our potential.

Given the unique blend of talented individuals and existing endeavors at Ship, we are well-positioned to highlight and benefit from the wealth of contributions we make to the world. This begins with a broad conceptualization of community, almost boundless in the digital era, as well as a foregrounding of some concepts not always associated with academia—kindness, generosity, empathy, gratitude, and inclusion. Fortunately, these virtues are a fundamental part of the culture at Shippensburg University, appreciated by our faculty, staff and students. But we can and must do better.

**Overall, our challenge is to apply our proven strengths and generate thoughtful new solutions to not only sustain our future but to thrive.**



# 150 Years of Progress

- 1871** Cumberland Valley State Normal School (CVSNS) established
- 1916** Commonwealth purchases CVSNS
- 1926** CVSNS becomes first certified state teachers college in Pennsylvania and is renamed Shippensburg State Teachers College in 1927
- 1960** Recognizing the expanding array of academic programs, the college becomes Shippensburg State College
- 1962** Shippensburg's first graduate (master's) degrees conferred
- 1983** The college becomes Shippensburg University, a member of the State System of Higher Education
- 2011** Shippensburg becomes the first institution in the State System to offer degrees in engineering
- 2015** Approval is granted to offer doctoral degrees with the first degree conferred in 2018



# Vision and Mission

## Vision

Make our world better by inspiring and equipping students to make transformative contributions.

## Mission

Driven by purpose and truly collaborative engagement, our inclusive educational institution fosters belonging, honors proven practices, and celebrates achievements for the betterment of our communities.



# Challenges and Opportunities

Colleges and universities across the nation (and particularly in Pennsylvania) are facing:

- Declining numbers of high school graduates and consequent enrollment declines
- Loss of state funding and resulting increases in tuition
- Increased interest in professional education
- Effects of technology on education as well as careers
- Continuing questions regarding the value of higher education
- Restructuring of public systems of higher education

These challenges call for creative and thoughtful responses, including:

- Identification and cultivation of new student markets and academic offerings
- Renewed attention to student success
- Expanded attention to diversity, equity, and inclusion
- Careful alignment of financial and human resources
- Ensuring current and relevant curricula
- Recommitment to the economic and community development of the region

## University Values

**Belonging.** We strive to be a community that is welcoming by embracing differences to ensure a nurturing institution that is constantly evolving to be better.

**Engagement.** In everything we do, we commit to listen thoughtfully and share ideas and experiences designed to cultivate understanding and provoke new insights.

**Openness.** We endeavor to provide information and insight that is easily accessible to every member of our community to optimize decision-making and achievement for all.

**Synergy.** We leverage talent and resources efficiently across the university and the region to achieve the best from and contribute the best to every member of our community.

**Excellence.** Every activity in which we engage is driven by improving performance through evaluation, assessment, and reflection.

**Impact.** We affirm that the very purpose of education is to make positive contributions in the lives of our students who as graduates transform communities.



## Selected Insights

- Ensuring quality requires the systematic and intentional assessment of varied and diverse measures (both quantitative and qualitative) that encompass the range of efforts found in our educational community.
- Student success must be central to our work: Essential to enhancing student success is a recognition of the diversity of the campus community, the variety of student needs, and the thoughtful alignment of efforts to support positive outcomes for all.
- The communities that the university serves are both *geographic* (the region, the common-wealth, and beyond) and *social* (current students and alumni); the professional disciplinary affiliations, networks and communities of faculty and staff; and all those who value the work of the university
- Ship's story is one of *kindness, generosity, empathy, gratitude, and genuine inclusion within the four corners of the university*, but these ingrained virtues are not expressed consistently and effectively to all stakeholders.

# Strategic Goal 1

Attract and retain a diverse array of students, faculty and staff to a dynamic, purpose-driven learning community committed to supporting individual and collective success and regional stewardship.

## Objectives:

- Recruit, retain, and develop** faculty, administration, staff, and students with intentionality.
- Expand **credit and non-credit course and micro credential offerings** for current and new student populations to meet market needs and enhance regional workforce development.
- Increase collaboration and engagement among faculty, staff, and students to **support and promote diversity, equity, and inclusion on campus**.
- Expand and align programs, services, and offerings for **wellness and wellbeing** essential to success.
- Promote student progression and success** in an intentional way from the start of a student's Shippensburg University experience to connection to the workforce.



# Strategic Goal 2

Align resources across the campus to ensure access, accountability, and sustainability while supporting the university's values and priorities.

## Objectives:

- A. Increase student **access to education**.
- B. Promote **engagement in budget development, implementation, and assessment** aligned with the university's priorities.
- C. Enhance **access to data and information** across the university and develop standards of excellence to drive performance with attention to diversity, equity, and inclusion.
- D. Update and ensure **alignment of all university plans** (e.g., academic and facilities plans, enrollment management plan, and technology plan).

## Engagement

- Early in the strategic planning process, Insight Teams were formed to analyze the current state of the university and to explore the challenges and opportunities ahead. More than 70 individuals from across the university participated representing faculty, administrators, staff, students, and trustees.
- To ensure that the university's position in and potential to better serve the region and beyond, an external advisory committee was formed to review the work in the strategic planning process. Leaders representing alumni, the SU Foundation, government, education, business, and non-profit organizations participated.
- As the process turned to developing objectives in support of the strategic goals, more than 40 individuals were identified to serve on Vanguard Teams and tasked to draft objectives.
- Throughout the process, opportunities were created to engage governance groups and interested parties throughout the university.



# Strategic Goal 3

Cultivate student, faculty, and staff engagement in dynamic educational experiences.

### Objectives:

- A. Support and grow current **successful programs and services** for all members of our campus.
- B. Generate meaningful engagement activities on campus to enrich **students' academic and collegiate experiences**.
- C. Develop students **academically and professionally** through internships, leadership development, and experiential learning.
- D. Foster **personal and social growth**.

## Foundational Projects

Critical and intentional endeavors with discrete end results that will facilitate the Strategic Plan's smooth operation.

Successful implementation necessitates the following actions, the development of each of which must involve collaborative efforts and incorporate broad feedback.

- Implement a *comprehensive student information system (SIS)* to track student persistence, engagement, and achievement.
- Re-envision the 2004 *Distance Education Policy* drawing upon input from students, faculty, and other stakeholders.
- Ensure *Program Planning and Budget Process* aligns resources with university values and strategic goals.
- Align campus-wide plans to the University Strategic Plan to create an assessment architecture.



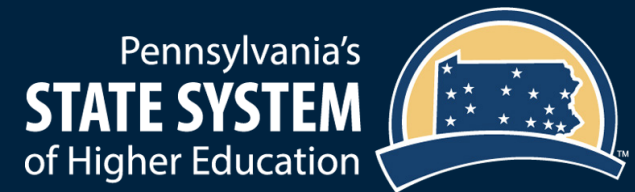


# Strategic Goal 4

Foster belonging and collaboration across university constituencies (faculty, staff, students, alumni, and foundation leaders) to elevate Shippensburg University's reputation and capacity to contribute.

## Objectives:

- A. Promote a varied, welcoming, and engaged campus.
- B. **Broadcast Ship's story** by enhancing and expanding efforts to celebrate our creativity, scholarship, and community contributions.
- C. Improve overall **communication within the university community** to support cooperation among stakeholders.



Shippensburg University is a member of Pennsylvania's State System of Higher Education, which is the largest provider of higher education in the Commonwealth. The State System enrolls more than 100,000 degree-seeking students and thousands more in certificate and other career-development programs. Collectively, the fourteen universities that comprise the State System offer more than 2,300 degree and certificate programs in more than 530 areas. Nearly 520,000 State System university alumni live in Pennsylvania.



## Strategic Planning Oversight Committee

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### Supplied Direction and Coordination

Sue Mukherjee, Neil Connelly, Nicole Hill, Peter Garland, Lynn Baynum, José Ricardo-Osorio, Wendy Kubasko, Marc Renault, Mohammad Rahman, Lorie Davis, Eric Zeglen, Stefanie Elbel, Michelle Foreman, Niky Keeseman, Shelbie D'Annibale, Chuck Black, George McElwee, Brian Lowe, Matt Steck

## Insight Team Members

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### Generated Strategic Goals

Chuck Black, Chase Slenker, Sam Benbow, Matt Ramsey, Toru Sato, Claire Jantz, Joohee Sanders, Eyoel Delessa, Alex Karlheim, Maya Mapp, Lori Smith, Kurt Dunkel, Alexa Matia, Ken Bach, Leanne Piscotty, Matt Steck, Luke Hershey, Cheryl Slattery, Allen Dietrich-Ward, Viet Dao, Wendy Becker, Trever Famulare, Carol Wellington, Kirk Moll, Alexandra Jones, Javita Thompson, Victoria Kerr, Mark Chimel, Ashley Grimm, Holly Garner, Tara Zollinger, Brian Lowe, Justin Sentz, Laurie Cella, Chad Bennett, Linwood Vereen, Michael Coolsen, Tomoko Grabosky, Luis Melara, Kapri Brown, Shaliyah Kinsley, Rochelle Plummer, Bill Yost, Alix Rouby, Alison VanScyoc, Lance Hines-Butts, Lucas Everidge, Imani Cameron, George McElwee, Emily Kramer, James Hamblin, Matt Fetzer, Wes Mallicone, Alice Armstrong, Eric Zeglen, Mindy Fawks, Jennifer Milburn, Robin Dolbin, Trina Snyder, Lorelee Isbell, Dave Osanitsch

## Vanguard Team Members

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### Generated Objectives

Dhiman Chattopadhyay, Stefanie Elbel, Michelle Foreman, Tom Ormond, Jamie Rhine, Tracy Schoolcraft, Riley Brown, Kurt Dunkel, Manny Ruiz, Eric Zeglen, Mark Chimel, Chad Bennett, Lucas Everidge, Brad Nailor, Malik Potter, Wendy Kubasko, Alithia Zamantakis, Allison Carey, Scott Barton, Doug Dieuveuil, Mindy Fawks, Lorelee Isbell, John Kooti, Niky Keeseman, Rusty Kugler, Seth Edwards, Mary Burnett, Chris Clarke, Christy Fic, Mohammad Rahman, Marc Renault, José Ricardo-Osorio, Tim MacBain, Carole Rosenberry, Anne Detter, Lynn Baynum, Chartice Wyatt-Thermil, Lorie Davis, Barry McClanahan, Jeffrey Michaels, Arielle Catron, Liz Fisher, Damian Morales, Stephanie Jones, Shelbie D'Annibale, Michael Bibby

## Strategic Planning Feedback Loop

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### Assistance with Feedback Loop and Special Projects

Alexa Matia, Nathan Favretto, Mallik Potter, Scott Brown, Lucas Everidge, Riley Brown, Sheri Small, Victoria Kerr



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