

PASSHE Core Area Description	General University Goal	General University Goal #
Student Achievement and Success	Enhance student development opportunities and participation in the residence hall learning environments that are complementary and supportive to curricular programs	7+8
	Provide appropriate computing and information technology to the University community and related groups	11
	Continue as an active leader and participant in collaborative activities with the Pennsylvania State System of Higher Education	17
	Continue to assess and implement strategies to improve student retention	20
University and System Excellence	Emphasize excellence and innovation in teaching and learning through the implementation of a Strategic Plan that results in lifelong purposeful learners	1+2
	Enhance a campus environment which embraces an understanding and appreciation of diversity, using a broad definition of diversity, by providing multi-cultural activities which are complementary to curricular programs and through the creation of an educational environment which is more inclusive.	3+6
	Develop and implement an integrated university-wide marketing program	13
	Continue to assess PASSHE Performance Funding and Funding Formula criteria in planning and implementing new University strategic directions	19
	Continue to invest in the recruitment, retention, and professional development of faculty, staff, and administration	21
Commonwealth Service	Develop and provide collaborative, undergraduate and graduate curricula in the liberal arts, professional fields, science and technology, consistent with the mission and strategic directions of the University, colleges, schools, and academic departments	4
	Enhance and expand opportunities and facilitate participation in community service by members of the university community, with a regional emphasis	5
Resource Stewardship	Maintain and enhance resource management systems and procedures that provide timely and accurate information and assure sufficient accountability and compliance	9
	Continue to develop a more effective and people-oriented approach to the provision of financial, administrative, human resources, facilities, public safety and computing services to the University community through application of technology, staff training and possible functional realignment	10
	Develop campus physical facilities to more adequately support current programs and services as well as future directions and maintain a facilities master plan to assure efficient and effective allocation and use of space, long-term viability of facilities through adequate maintenance and repair programs, and regulatory and statutory compliance	12
	Continue initiatives and activities that strengthen the work of alumni programming, friend-raising, and overall University enhancement	14
	Encourage and support charitable giving and other related ventures that help meet the University's needs in collaboration with the Shippensburg University Foundation	18
Public Leadership	Continue to enhance the quality of life in the University's service region through economic development initiatives, community relations and public service, shared cultural and educational activities, and athletics	15
	Continue to develop, market, and sustain a vibrant Extended Studies program serving various constituent and regional needs	16

**STRATEGIC DIRECTIONS STATEMENTS  
RELATED TO THE VISION, MISSION, AND GOALS OF THE UNIVERSITY**

**I. Student Achievement and Success**

a) Enhance student development opportunities and participation in the residence hall learning environments that are complementary and support to curricular programs.

- To establish and maintain residence hall environments supportive of academic and social developments;
- To provide health, counseling, career development, financial aid, housing, and food services for all students seeking these services;
- To maintain programming in each residence hall to promote student development;
- To provide leadership training and learning opportunities within the student union and activities programs to promote student development;
- To better develop and coordinate academic advising within all programs including developing an awareness of and support for the need for improved academic advising among non-traditional as well as traditional students;
- To continue to assess the developmental progress of students;
- To provide athletic, recreational, and intramural programs to meet the physical development needs of students;
- To provide a student orientation program which meets the transitional needs of students;
- To maintain an educational/rehabilitative program in alcohol/drug programming;

b) Provide appropriate computing and information technology to the University community and related groups.

- To achieve computer and information literacy for students and faculty by providing resources necessary for teaching and learning through computer-mediated instruction and employing state-of-the-art technology for instruction and academic administration;
- To explore the changes that technological advances can bring to our curriculum;
- To integrate the delivery of information through digital communication into our curriculum and to provide access to this information in both classrooms and residence halls;
- To provide the opportunity for all students to become aware of the application of computer technologies to their individual areas of study.

c) Continue as an active leader and participant in collaborative activities with the Pennsylvania State System of Higher Education.

d) Continue to assess and implement strategies to improve student retention.

- To evaluate and further strengthen currently offered developmental academic programs and courses;
- To consider enrollment growth at the undergraduate level; to increase graduate enrollment in programs below capacity; and to increase enrollments in new graduate programs recently approved and implemented;
- To develop and maintain an enrollment planning and management program which includes a well-defined plan to admit and recruit students with the best academic qualifications with an increase in the number of students ranking in the upper two-fifths of their graduating class and with improved mean CEEB SAT scores; the analysis of demographic data and the definition of the University's primary, secondary, and tertiary markets; new strategies for the recruitment and admission of students; further involvement of college deans and department chairpersons in establishing admission requirements and enrollment levels; and the implementation of improved managerial techniques to utilize admissions personnel most effectively;
- To support as part of an expanded enrollment planning and management program the collection and analysis of demographic, admissions, and enrollment data to be utilized in developing projections and plans for enrollment shifts from program to program and for general enrollment patterns within the University, both at the undergraduate and graduate levels.

## II. **University and System Excellence**

- a) Emphasize excellence and innovation in teaching and learning through the implementation of a Strategic Plan that results in lifelong purposeful learners.
- b) Enhance a campus environment which embraces an understanding and appreciation of diversity, using a broad definition of diversity, by providing multi-cultural activities which are complementary to curricular programs and through the creation of an educational environment which is more inclusive.

- To provide additional administrative support and assistance in searching for and attracting women and minority members to the faculty, administration, and non-instructional complement and to encourage equality, recognition, and full participation of women and minority faculty and administrators in the governance of the University;
- To continue to develop a climate of understanding, sensitivity, and support for minority concerns including the adoption of non-discriminatory policies, practices, and language in all aspects of the University's operation;
- To increase the number of minority students admitted to undergraduate and graduate programs through the regular admissions process, to continue to provide increased access to economically and educationally disadvantaged undergraduate students through programs such as the Academic Success Program, to increase the number of transfer students admitted, especially from the Commonwealth's community colleges, and to accommodate the increasing number of full and part-time, non-traditional, undergraduate and graduate students;

- To continue to develop an effective retention program whereby students' academic progress is monitored regularly, characteristics of persisters and non-persisters are identified, and attempts are made to determine the reasons for students remaining or dropping out, thereby resulting in changes in academic and student affairs programs and policies that will increase the students' chances of completing his or her program successfully at Shippensburg and decrease the time-to-degree;
  - To increase the number and percentage of women and minorities within the faculty and administrative complement;
  - To provide multicultural programs to enhance the understanding and appreciation of diversity and to assist in empowering all students to be participating members of campus life and activities;
  - To strive to meet the expectations and guidelines set forth in the University's Affirmative Action Plan and to support the State System of Higher Education's social equity plan and the Commonwealth goals of equal educational and employment opportunities;
  - To provide programming designed to increase awareness of and sensitivity to gender issues, especially as they affect women students and employees.
- c) Develop and implement an integrated university-wide marketing program.
- To develop and implement a University-wide marketing program complementing the University's strategic planning process, which supports especially an aggressive effort to recruit and admit qualified students to the University and which also cultivates awareness and support for the quality and diversity of the University from the many other constituencies which it serves.
- d) Continue to assess PASSHE Performance Funding and Funding Formula criteria in planning and implementing new University strategic directions.
- To maintain effective strategic program planning and assessment processes associated with System and University performance objectives.
- e) Continue to invest in the recruitment, retention, and professional development of faculty, staff, and administration.
- To continue to review and develop improved staffing patterns whereby administrative and non-instructional associates are utilized in the most effective manner in support of administrative functions of the University;
  - To cultivate and improve morale among faculty, students, administrators, and staff associates by developing an internal relations program that elicits their understanding and support for the University's mission and goals and that provides greater opportunity for well-informed members of the University community to contribute to policy formation and to the well-being of the University;
  - To recruit outstanding faculty members and, wherever possible, include incentives such as distinguished chairs and visiting professorships;
  - To plan, coordinate, and implement an expanded professional development program for faculty as well as for administrative and non-instructional associates;

- To maintain a wellness program promoting aspects of physical and mental health.

### III. Commonwealth Service

- a) Develop and provide collaborative, undergraduate and graduate curricula in the liberal arts, professional fields, science and technology, consistent with the mission and strategic directions to the University, colleges, schools, and academic departments.
- To improve the quality of its undergraduate and graduate academic programs by supporting the program review process and relating the outcomes of these assessments to decisions concerning the improvement, change, and/or modification of academic programs. Curricula will be reviewed and modified as changing conditions and student needs dictate, and there will be a continual emphasis upon outcome activities as measures of success in attaining stated goals and objectives in each academic program. New undergraduate and graduate programs will derive from identified need and institutional strengths;
  - To develop through institutional research and through the program review process better measures of quality including but not limited to surveys of student and faculty attitudes and opinions of university services such as the library and computer center, analysis of persisters versus non-persisters, student evaluations of faculty teaching effectiveness, and comprehensive data about activities of program graduates;
  - To continue developing and strengthening the revised general education program, including the emphasizing and reinforcing of higher intellectual skills and creating opportunities for interdisciplinary and integrative learning experiences;
  - To develop and implement major core revisions and other new programs in business, e.g., e-commerce, supply chain management, entrepreneurship, and a business minor;
  - To foster and support collaborative, co-curricular programs to meet the needs of students and employers alike, both in the classroom and outside the classroom. The Academic and Student Affairs divisions will work together to provide complementary programming to meet these needs, especially through the revised general education program;
  - To develop and implement various strategies to enhance the role and quality of the arts and sciences in the University;
  - To serve the scholastic needs of especially able students through the honors program and other challenging experiences;
  - To continue efforts to enhance students' international understanding by enriching the composition of our student body, faculty, and curriculum through plans and programs developed and coordinated by the Council on International Education;
  - To continue support for currently-offered professional programs including, where pertinent, their accreditation by professional associations;
  - To foster and support interdisciplinary, applied, and collaborative programs to meet the workforce needs of the region and Commonwealth and to make effective use of educational resources;
  - To maintain and enhance library collections and services that support the educational and lifelong learning missions of the University;
  - To further refine the mission of the graduate program.

b) Enhance and expand opportunities and facilitate participation in community service by members of the university community, with a regional emphasis.

- To provide the university community and the immediate region of the University with cultural and artistic events and experiences which complement and supplement the teaching-learning process with special attention to new opportunities afforded through the H. Ric Luhrs Performing Arts Center.

#### IV. Resource Stewardship

a) Maintain and enhance resource management systems and procedures that provide timely and accurate information and assure sufficient accountability and compliance.

- To develop and implement a comprehensive management information system and an automated internal accounting system, both of which will provide accurate and timely data in a usable format to support the effective decision making and program planning processes of the University;
- To continue to develop and refine an integrated academic, financial, and personnel database system that will support the daily transactions of the University. This system will also have a user-friendly query capability that will provide information useful for decision making and program planning;
- To provide a resource center of specialized computer hardware and software that enhances faculty members' abilities to perform their research and publication.
- To provide a communications system that will permit voice, data, and video transmission throughout the campus.

b) Continue to develop a more effective and people-oriented approach to the provision of financial, administrative, human resources, facilities, public safety and computing services to the University community through application of technology, staff training, and possible functional realignment.

- To conserve available resources at every opportunity, to develop and encourage thriftiness within the University community, and to foster a spirit of accountability on the part of those who authorize expenditures;
- To improve planning for the allocation and utilization of all personnel in the interest of effectively controlling complement levels and personnel costs;
- To provide funds through the operating budget, the educational services fee, and special legislative appropriations for academic equipment; to utilize the technology fee in accordance with PASSHE Board of Governors' Policy;
- To allocate internally the funds actually obtained according to stated or derived institutional priorities established through the program planning process;
- To determine the amount of funds required to support the mission of Shippensburg University.

- To review program costs and benefits continually, to conduct program audits, and to recommend changes in internal allocation patterns when appropriate.
- c) Develop campus physical facilities to more adequately support current programs and services as well as future directions and maintain a facilities master plan to assure efficient and effective allocation and use of space, long-term viability of facilities through adequate maintenance and repair programs, and regulatory and statutory compliance.
- To initiate a program for the periodic inventory of the condition (safety, healthfulness, structural integrity, and functional utility) of all buildings and implement routine and deferred maintenance programs on a scheduled basis;
  - To maintain and amend a facilities master plan which includes in priority order new construction and renovation projects and which identifies space that can be redesignated to meet the needs of changing programs and services at the University as well as the reclamation of classroom space presently utilized for other purposes;
  - To budget and allocate sufficient funds for ongoing repair and maintenance of the physical plant according to a maintenance plan and schedule which ensures adequate support to academic, student life, and administrative programs and to develop and support an annual program of replacing furnishings and equipment for all facilities;
  - To plan and implement facility and furnishings renovations/purchases to adequately meet the needs of students;
  - To provide a safe and secure campus environment for student employees and visitors;
  - To increase the efficiency of our energy management through increased monitoring points and better human interaction with the energy management system;
  - To enhance the safety of our students and staff through the development of a database of hazardous materials that permits timely dissemination of information to affected personnel.
- d) Continue initiatives and activities that strengthen the work of alumni programming, friend-raising, and overall University enhancement; and
- e) Encourage and support charitable giving and other related ventures that help meet the University's needs in collaboration with the Shippensburg University Foundation.
- To provide alumni with a variety of programs and information including new regional councils which build upon their loyalty and affection for their alma mater, which foster understanding and support for the University's mission and goals, which enhances the role of an enlightened alumni as interpreters of the university to the general public, and which sustain alumni support as benefactors to the University;
  - To support and enhance the grants application and acquisition capabilities of the University for purposes of augmenting and enriching teaching, research, public service and administrative competencies;
  - To contribute to the enterprising fund-raising efforts of the Shippensburg University Foundation by providing university and alumni support necessary to cultivate gift prospects for the annual giving, planned giving, and capital campaign programs;

- To increase grant activities in the interest of obtaining additional state, federal, and private funds to support professional development and scholarly growth activities of all personnel at the University;
- To seek these funds from traditional sources, e.g., appropriations and tuition and fees, and to develop new sources of funding such as private contributions and grants in the absence of sufficient yields from traditional sources;
- To continue the development of a governmental relations program with the goal of seeking adequate public and private revenues for the University, or promoting the confidence of elected and appointed officials in the University and in higher education, of enlisting the support of executive and legislative agencies for specific issues of importance to the University, and of influencing state and national educational policy making.

## V. Public Leadership

### a) Continue to enhance the quality of life in the University's service region through economic development initiatives, community relations and public service, shared cultural and educational activities, and athletics.

- To expand the University's commitment to a community relations program which addresses the University's obligation to maintain a constructive and mutually beneficial rapport; with local citizens and to serve the needs of the region;
- To work closely with area community colleges, such as Harrisburg and Hagerstown, as well as with elementary and secondary schools, the Scotland School for Veterans' Children, and area school districts to develop mutually beneficial partnerships;
- To continue articulation agreements at the doctoral level in selected areas in conjunction with doctoral degree granting institutions in the Commonwealth and in surrounding states.

### b) Continue to develop, market, and sustain a vibrant Extended Studies program serving various constituent and regional needs.

- To devote increased attention, through Extended Studies and the Institute for Public Service, to continuing education programs and services to small business and to the needs of new enterprises, as well as to share with Commonwealth business and governmental agencies applied research on their current and potential problems, e.g., energy conservation, air and water quality control, transportation systems, and hazardous waste management.