Strategy 2025

GSU Strategic Planning Process
Strategic Planning

Strategy 2025
GSU Strategy 2025 Committee
Leadership – Office of the Provost

Dr. Elizabeth A. Cada
Provost and Vice President of Academic Affairs

Marco Krcatovich II
Director, Office of Institutional Research and Effectiveness

Dr. Rosemary Johnsen
Associate Provost/Associate Vice President of Academic Affairs

Dr. Colleen Sexton
Associate Provost/Associate Vice President of Academic Affairs
What have we learned from Vision 2020?

- Overly specific goals and strategic objectives were not transferable across all campus units;
- Each unit should develop strategic objectives aligned to the goals;
- Each unit should provide a framework for achieving strategic objectives that includes data collection and analysis to ensure overall accountability and unit improvement;
- Establish a feedback loop whereby unit level information informs success toward meeting mission.
Charge for *Strategy 2025*
Planning Committee

To review, revise and update *Vision 2020* with the focus on academic quality, academic planning, increasing enrollment, revenue diversification, grant funding, philanthropy, foundation support, and other innovative approaches.
Guiding Principles

- The process will be inclusive and involve broad university representation in the development and implementation processes
- The strategic plan will be data informed and measurable
- **Strategy 2025** will represent a continuous improvement process
GSU Mission

Governors State University is committed to offering an exceptional and accessible education that prepares students with the knowledge, skills and confidence to succeed in a global society.
GSU Vision Statement

GSU will create an intellectually stimulating public square, serve as an economic catalyst for the region, and lead as a model of academic excellence, innovation, diversity and responsible citizenship.
Core Values

- Invest in Student Success
- Provide Opportunity and Access
- Serve as an Economic Catalyst
- Prepare Stewards of our Future
- Demonstrate Inclusiveness and Diversity
- Promote Quality of Life
Strategic Plan Structure

- Vision
  - Inspirational statement of the organization’s desired future state.
- Mission statement
  - Summarizes the organization’s core purpose and its contribution to society or to a larger organizational unit.
- Strategic goals
  - Major goals aligned with the organization’s primary responsibilities.
- Objectives
  - Defined achievements desired by the end of the plan period.
- Key Performance Indicators (KPIs)
  - Measurable targets that describe processes or results associated with an objective, and specified by a timeline indicating intended achievement.

Source: Goldman & Salem, 2015
Timeline

Feb 2018: Received Charge

Feb-May 2018: Developed working plan and initiated Goal Groups


March-April 2019: Conducted charrettes for campus comment and feedback

Sept-Nov 2019: Drafted Strategy 2025 Goals
Jan 2020: Mission, Vision and Goals approved by Board of Trustees

Jan 2021: Appointment of Subcommittee charged to review all materials developed by Goal Groups and draft Objectives and KPIs for each goal

April 2021: Steering Committee and Goal Group Members to finalize objectives and identify KPIs

June 2021: Present to President’s Cabinet

August 2021: President present Strategy 2025 to BOT
Goal 1

Academic Excellence: Provide quality, current and relevant, academic programs

**Goal 1 Members:** Dr. Carlos Ferran, Professor COB; Dr. Tim Harrington, Chair COE; Dr. Nicole Koonce, Assoc. Professor CHHS; Chuck Pustz, AVP for ITS; Phyllis Streeter, OIR; Dr. Jun Zhao, Dean COB
Goal 1 – Strategic Objectives

1.1: Ensure that all academic programs are up to date, relevant, and in demand, while aligned with professional or discipline standards.

1.2: Utilize continuous improvement processes for increasing the quality of academic programs.

1.3: Provide a campus environment and infrastructure that supports learning/teaching and scholarly/creative activities.
Goal 2

Student Success: Provide equitable pathways to graduation which lead to academic, personal, and career success

Goal 2 Members: Dr. Catherine Balthazar, Dean CHHS; Linda Coleman, Student Senate; Dr. David Golland, Faculty Senate President; Pam Penn, Asst. Director, Academic Advising; Dr. David Rhea, Director Honors And Center for the Junior Year; Lydia Morrow Ruetten, Dean Library; Jessica Specht, Director, Dual Degree Program; Dr. Aurelio Valente, VP Student Affairs and Enrollment Management
Goal 2 – Strategic Objectives

2.1: Deliver academic support services that advance timely degree completion goals.
2.2: Provide a broad array of extra-academic support services for all GSU students.
2.3: Provide meaningful opportunities for practical career application/experiential learning.
Goal 3

High Quality Faculty and Staff: Create a learning environment where highly qualified and diversified faculty and staff are hired and retained

Goal 3 Members: Sheryl Jones Harper, Civil Service President; Dr. Andrae Marak, Dean CAS; Dr. Rashidah Muhammad, Professor CAS; Dr. Renee Theiss, Assoc. Professor, CHHS; Dr. Steve Wagner, Professor COB; Dr. Amy Vujaklija, Asst. Professor COE
Goal 3 – Strategic Objectives

3.1: Hire, develop, and retain diverse and exceptional faculty.

3.2: Hire, develop, and retain diverse and exceptional staff.

3.3: Utilize contingent faculty in an effective and strategic manner to address program and student needs.
Goal 4

Enrollment Management:
Implement a strategic enrollment plan consistent with university mission

Goal 4 Members: Kara Johnson, Director International Services; Dr. David Green, Chair COB; Dr. Andrae Marak, Dean CAS; Dr. Quincy Martin, Asst. Professor COE; Paul McGuinness, Asst. VP Enrollment Management and Director Admissions
Goal 4 – Strategic Objectives

4.1: Optimize enrollment within the framework of the University’s Strategic Enrollment Management Plan.

4.2: Engage regional demographics and the University’s mission to make education accessible to under-served populations by increasing enrollment of and support for our Hispanic student population.

4.3: Determine and develop course/program delivery modes that support enrollment optimization.
Goal 5

Invest in Excellence: Enhance and diversify revenue streams, serve as a destination for social, cultural, and continuing education, and be an economic catalyst for the region

Goal 5 Members: Dr. W. Paul Bylaska, VP for Administration & Finance; Marco Krcatovich II, Director OIR; Penny Perdue, Chief of Administrative Operations and Liaison to the BoT; Dr. John Perry, Interim Executive Director of Student Financial Services; Justin Smith, Student Senate; Dr. Mike Williams, Assoc. Professor, COB; Sandra Zurawski, Director, Budget and Financial Planning

Original Goal 6 Members: Amy Barsha, Executive Director, Continuing Education; Karen Caesar, Director of Events; Will Davis, VP Institutional Advancement; Shannon Dermer, Dean COE; Jennifer Morehead Farmer, Director OSPR; Justin Smith, Student Senate
Goal 5 – Strategic Objectives

5.1: Increase and diversify revenue streams and external stakeholder investments to grow resources, reach, and reputation.

5.2: Provide opportunities to engage with GSU as a premier community resource/destination.

5.3: Contribute to workforce development and regional economy.
Goal 6

Social, Ethical, and Environmental Responsibility: Institutional actions and decisions demonstrate a commitment to social, ethical, and environmental responsibility

Goal 6 Members: Dr. Ben Almassi, Assoc. Professor CAS; Dr. Erin Grey-Avis, Asst. Professor, CAS; Carolyn Johnson, Environmental Health and Safety Coordinator; Erin Markase, Sr. Analyst, OIR; Lydia Morrow Ruetten, Dean Library; Dr. John Yunger, Professor CAS
Goal 6 – Strategic Objectives

6.1: Demonstrate a commitment to ethics, equity, inclusiveness, diversity, and accountability for all students, faculty, and staff.

6.2: Integrate sustainability, environmental health, ecological stewardship, and environmental justice into campus operations, academic programs, university development, and student life.

6.3: Realize the university’s public responsibility to stimulate educational, cultural, environmental, and economic development in Chicagoland and beyond, with particular emphasis on community members historically underserved by higher education.
Goal 7

Strong Cyber Presence: Support the people, tools, and environment that are needed to succeed in today’s digital world

Goal 7 Members: Dr. Carlos Ferran, Professor COB; Dr. David Green, Chair COB; Sarah Hirsch, Project Manager, Advertising and Marketing; Chuck Pustz, AVP for ITS
Goal 7 – Strategic Objectives

7.1: Infuse information technology excellence across the university by selecting and implementing information and communications platforms and training and support systems that are driven by university priorities and user needs.

7.2: Invest in innovative instructional technologies to deliver and support excellent and accessible academic programs and student services, and build institutional digital expertise through end-user training, development, and recognition.

7.3: Increase GSU’s Digital Visibility to promote GSU programs, faculty, and resources through our web presence, social media, news media, and digital marketing.
Goal 8

Continuous Improvement:
Institutional processes for continuous improvement are guided by evidence-based decision-making to achieve the mission of the university

Goal 8 Members: Villalyn Baluga, Assoc. VP for Finance; Linda Coleman, Student Trustee; Marco Krcatovich, Director OIR; Dr. Renee Theiss, Assoc. Professor, CHHS; Dr. Aurelio Valente, VP Student Affairs and Enrollment Management
Goal 8 – Strategic Objectives

8.1: Each unit will undergo a strategic planning process resulting in key performance indicators that provide qualitative and quantitative data which demonstrate the unit’s contribution toward meeting the goals of the university strategic plan.

8.2: Engage members of the campus community in an examination of campus/unit wide findings and data analysis.

8.3: Inform the campus community about progress toward meeting Strategic Plan goals.
Weave helps institutions, programs, and accrediting bodies by simplifying the process for both institutional and programmatic effectiveness, including accreditation, assessment, faculty credentials management, strategic planning, and program review.

Weave provides a centralized system for managing higher education assessment and accreditation that enables collaboration and helps create a campus-wide culture of continuous improvement.

GSU will be using the product to increase transparency on Strategic Planning and Institutional Effectiveness by providing powerful dashboards that provide insights at a glance on progress by Units toward Strategic Planning Goals.
Next Steps

- OIR to develop training for Units to develop Strategic Plan that aligns to University Plan:
  - Units will need to show alignment of their objectives to University Strategic Plan;
  - Work with units on identification of Key Performance Indicators, data management, and organization;
  - Professional development on use of Weave
Writing Group – refined strategic objectives for each goal

- Dr. Ben Almassi, Associate Professor, CAS
- Dr. Beth Cada, Provost
- Dr. Carlos Ferran, Professor, COB
- Dr. David Green, Professor and Division Chair, COB
- Dr. Rosemary Johnsen, Associate Provost/AVP Academic Affairs
- Mr. Marco Krcatovich II, Director, OIR & E
- Dr. Andrae Marak, Dean, CAS
- Mr. Paul McGuinness, Associate VP, Enrollment Management
- Ms. Sharon Morrissey, Program Director for Strategic Initiatives, XL
- Dr. Colleen Sexton, Associate Provost/AVP Academic Affairs
- Ms. Sandra Zurawski, Director, Budget & Financial Planning
Strategy 2025 Steering Committee

- Elizabeth Cada, Provost, Committee Chair
- Rosemary Johnsen, Associate Provost
- Colleen Sexton, Associate Provost and HLC Accreditation Liaison Officer
- Paul Bylaska, Finance/Administration
- Penny Perdue, President’s Office
- Aurelio Valente, Student Affairs
- Corey Williams, Dean of Students
- Paul McGuinness, Enrollment Mgmt.
- Darcie Campos, Career Services
- Will Davis, Development
- Jun Zhao, Global Affairs Committee
- Lyn Baluga, Finance/Business Affairs
- Kevin Smith, Veterans Affairs
- Carlos Ferran, Faculty, COB
- Andrae Marak, Dean
- David Green, Chair

- Tim Harrington, Chair
- Rashidah Muhammad, Faculty CAS
- Nicole Koonce, Faculty CHHS
- Anthony Andrews, Faculty COB
- Michael Williams, Faculty COB
- Quincy Martin, Faculty COE
- David Golland, Faculty Senate
- Pam Penn, Academic Advising
- Sheryl Jones Harper, Civil Service
- Chuck Pustz, ITS
- Lydia Morrow-Ruetten, Library
- Kara Johnson, International Services
- Sandra Zurawski, Budget Officer
- Justin Smith, Student Senate
- Linda Coleman, Student Trustee
Further Reading


Based on Eckel and Trower book – Chapter 14: