

**THIS IS A DRAFT
DOCUMENT**

**FOR CAMPUS REVIEW OF THE
STRATEGIC PLANNING
RECOMMENDATIONS TO
DATE 4/21/08**

We offer this document to share with our campus and community as our strategic planning process unfolds. This document is not the final document and some sections remain incomplete. We invite all MU constituents to provide feedback related to the content of the ideas set forth in this document.

The Strategic Planning Committee asks that you send your feedback to one of the committee co-chairs, either Adam Brennan (abrennan@mansfield.edu) or Janeen Sheehe (jsheehe@mansfield.edu). We will forward your comments to the SPC for consideration as we continue to develop this document. The final document will be shared in May.

A Message From MU President, Dr. Maravene Loeschke

To Be Determined

A Message From The MU Council of Trustees

To be Determined

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INTRODUCTION

In the Fall of 2007, Mansfield University President Dr. Maravene Loeschke announced that the University would undertake a new strategic planning process. It was Dr. Loeschke's intent that this process be undertaken by the entire institution, rather than be dictated from the top down. The President charged Vice President for Academic Affairs and Provost Dr. Michael Renner with overseeing the formation of a committee by a mixture of appointment and nomination/election. By late October 2007 a committee was announced that included:

Dr. Deborah Erickson, Associate Provost – Co-Chair
Dr. Adam F. Brennan, Professor of Music, Director of Bands – Co-chair
Dr. Catherine Renner – Associate VP for Institutional Research and Planning
Dr. Michele Moore – Assistant Professor of Education/Special Education
Dr. Azizur Molla – Assistant Professor of Sociology and Anthropology
Dr. Adrienne McEvoy – Associate Professor Philosophy/FYE Coordinator
Ms. Edith Gallagher – Head Coach of Women's Softball
Mrs. Denise Berg – Director of Alumni Relations
Mrs. Susan Sweet – Director of the Center for Lifelong Learning
Mr. Michael Reid – Vice President of Finance and Administration
Mr. Edgard Domenich- Staff Representative
Mr. Michael Kohler – Graduate Student Representative
Ms. Renee Slyster – Undergraduate Student Representative
Mr. Matthew Pilkerton- Undergraduate Student Representative

In early November 2007, the committee began holding campus conversations and discussion sessions to solicit feedback from faculty, staff, alumni, students and community members. An online survey form was developed for staff/student participation and to encourage a broad spectrum of input. Primarily, the questions asked in this early stage dealt with perceptions of the institution by its constituents, generalizations of the perceived mission of the institution and our effectiveness in meeting that mission, and input regarding the direction the university should take to insure its place in the future.

By the end of November, Dr. Deborah Erickson, co-chair of the committee, stepped down to deal with pressing issues in the Education Area. Graduate Student representative Michael Koehler also stepped down, as he was assigned to Dr. Erickson. The committee requested that new members be appointed to replace Dr. Erickson and Mr. Koehler. Permission was granted as was a specific request to ask Dr. Janeen Sheehe (Nursing) to serve. Dr. Sheehe accepted and a new graduate assistant to the committee, Mr. David Post was appointed. At about this same time, the committee realized that additional perspectives were missing from the committee – that of employers and our newly established student leadership program. To rectify this, the committee requested of the Provost that Ms. Julia Overton-Healy be added to the team. With permission of the President, Ms. Overton-Healy joined the team. Elections for a new co-chair were held

within the team in December. Dr. Janeen Sheehe was elected and serves as co-chair with Dr. Brennan.

The revised team included:

Dr. Adam F. Brennan, Professor of Music – Co-chair
Dr. Janeen Sheehe, Professor of Nursing – Co-chair
Dr. Catherine Renner – Associate VP for Institutional Research and Planning
Dr. Michele Moore – Assistant Professor of Education/Special Education
Dr. Azizur Molla – Assistant Professor of Sociology and Anthropology
Dr. Adrienne McEvoy – Associate Professor Philosophy/FYE Coordinator
Ms. Julia Overton-Healy—Director, Career Center and Mountaineer Leadership Program
Ms. Edith Gallagher – Head Coach of Women’s Softball
Mrs. Denise Berg – Director of Alumni Relations
Mrs. Susan Sweet – Director for Center for Lifelong Learning
Mr. Michael Reid – Vice President of Finance and Administration
Mr. David Post – Graduate Assistant

Regularly scheduled meetings began taking place in January 2008, prior to the start of the spring semester. Strengths, Weakness, Opportunities, and Challenges (SWOC) surveys began immediately and were incorporated to University Days sessions. At this same time, the committee also concluded that several other perspectives were absent from the committee. Rather than adding new members, the team determined that they would invite various areas to engage in formal and informal dialogue with the committee as a whole and with individual members. These additional views were critical to formulating a strategic plan that considered all aspects of the institution. Specifically sought out were representatives from Student Affairs, Residence Life, Advancement and Grants Development, and Enrollment Services.

Additional Key Contributors:

Mr. Chuck Colby, Residence Life
Mr. James Harrington, Student Affairs
Mr. Steve Besse, Advancement
Mrs. Betsy Brune, Grants Development
Mr. Brian Barden, Enrollment Services
Dr. David Flesch, Biology
Mr. William Phillips, Campus Technology

All members were extended open invitations to attend meetings and regular dialogue with these areas was made a priority. An on-line survey was also posted for alumni, students and community member contributions. While SWOC analysis closed on February 12, 2008 the committee continued to engage the campus and community in conversation. The Strategic Planning Committee began writing an action plan for the institution in February 2008, focusing on eight elements that emerged from our data gathering over the previous three months. The key issues identified (in alphabetical order) were:

- Advancement
- Assessment
- Community Relations
- Environment/Safety
- Leadership
- Liberal Arts as a Foundation of Excellence
- Quality of Faculty and Staff
- Student Recruitment and Retention/Focus on Students

The team was charged with creating a draft document for distribution and campus discussions to take place prior to April 2008. The draft was revised in April, submitted to the Cabinet for review and final revisions in May, ratified/approved in June with implementation to begin in July of 2008.

This process is new to Mansfield University, particularly in the fact that administration has, for the first time in our history, asked that our strategic plan be done from a grass roots level, rather than from a top down model. This is a welcomed change, but one that presents a few unique obstacles to overcome. Most outstanding among these obstacles is the timeline we have operated under which is, in our opinion, not wholly conducive to a depth of process that the SPC had hoped to achieve. These conditions have underscored the belief that for this process to prove meaningful there must be a commitment by the campus to see this process as ongoing and participative. To that end, we believe that it will be critical to form implementation teams for each of the eight elements of the strategic plan.

A SUGGESTED IMPLEMENTATION STRATEGY

The 2008-2013 Strategic Plan focuses on eight key issues deemed critical to realizing our Mansfield University Mission and Vision. We believe the goals set forth are achievable if and only if the entire community participates in pursuing these goals. Furthermore, we believe that each element can and must be addressed simultaneously. To that end, we strongly recommend that eight implementation teams be formed to guide our community through this process over the next five years. The Strategic Planning Implementation Teams (S.P.I.T.s) would each elect a chair and co-chair. It is also suggested that all S.P.I.T.s chairs should combine as a council to form an Institutional Effectiveness Team to coordinate the efforts specified in this strategic plan. The President or her designee would serve as the leader of the I.E.T.

Suggested representation may include, but not be limited to those listed below:

- Quality of Faculty and Staff Implementation Team: Dean of Faculty, HR rep, one rep from each collective bargaining unit, one faculty member, and two staff member , one undergraduate and one graduate student
- Assessment Implementation Team: Associate Provost, one faculty member from non-professional programs, on rep each from each accredited programs, one rep

from each collective bargaining unit, the Assessment Coordinator, Gen Ed Assessment Team rep, one undergraduate and one graduate student, CT rep

- Leadership Implementation Team: Director of Mountaineer Leadership Program, Director of Leadership Institute, Graduate Program Coordinator/Associate Provost, one each from Center for Lifelong Learning, Student Affairs, Residence Life, Alumni Relations, Athletics, President's Cabinet, one undergraduate student and 1 graduate student, two faculty representatives.
- Liberal Arts/General Education Implementation Team: Provost, one each from AAC, APC, and TEC, two undergraduate and two graduate students, two General Education Committee members, Dean of Faculty
- Student Recruitment and Retention Implementation: one each from Enrollment Services, IR/Planning, Public Relations, Student Affairs, Residence Life, Career Center/Mountaineer Leadership Program, Counseling Center, Athletics. Alumni Relations; one undergraduate student, one graduate student, two faculty members, Chair of First Year Experience, Academic Affairs Fellow
- Environment Implementation Team: one each from Buildings & Facilities (management class), Grounds, Student Clubs/Activities, Athletics, Residence Life, Arts-related (music/theatre/art), Enrollment Management, Campus Police, Campus Safety, at-large staff, faculty, undergraduate student, graduate student
- Emphasis on Community Relations Implementation Team: one each from Center for Lifelong Learning, Communications, Public Relations, Community Service Office, Advancement, Social Work program, three faculty reps from impact programs (music/athletics), one undergraduate student, one graduate student, two community leaders, presidents or designees from Chambers of Commerce of Wellsboro and Mansfield
- Advancement Implementation Team: Advancement designee; Director of Alumni Relations; MU Foundation designee; one undergraduate student, one graduate student; one faculty member; Director of Grants Development, Representative Matt Baker, Director of Career Center, Center for Lifelong Learning

Note: There may be reason to include larger community representation on a number of these teams to further develop a working bridge to our region. This may be most obvious in the Emphasis on Community Relations Implementation Team and The Advancement Implementation Team.

Our Mission and Vision Defined

Mission and Vision statements were among the first elements of the strategic plan revisited. The Strategic Planning Committee considered other institutional plans, sought feedback and input from faculty, staff, students, alumni, key employers and the

community and considered the current Mission and Vision. Primary discussion and investigation of our mission and vision was complete in the late fall of 2007. Following University Days at the start of the 2008 spring semester, the Strategic Planning Committee began to use the following as a guiding force in the development of our new strategic plan.

OUR MISSION:

The Mansfield University community is dedicated to creating a personalized education with all programs grounded in the liberal arts. As a small, comprehensive public university, we are committed to promoting leadership development through character, scholarship, cultural awareness and service to others. Through our passion for life-long learning, we positively influence the world.

OUR VISION: The community of Mansfield University will embody the four virtues of our Creed.

CHARACTER

We will hold ourselves to the highest standards of ethical behavior, incorporating respect for self, others and our surroundings. We will devote ourselves to the holistic development of individuals, fostering personal accountability, honesty and advocacy through character education. Courage, integrity, and honor exemplify our core values.

CULTURE

Mansfield University will lead the region in promoting diversity and cultural awareness. We will accomplish this mission by vigorously engaging with one another, capitalizing on the gifts bestowed on our community through the arts, and celebrating our similarities and differences. Through open discourse, we will create meaningful experiences that compel us towards understanding and compassion for all humanity.

SCHOLARSHIP

The Mansfield University community will foster a life of intellectual curiosity, celebrating the creation and dissemination of new ideas. We will embrace the use of rigorous, responsible and critical inquiry to understand, acquire and share knowledge. We apply what we learn by recognizing that each of us is both student and teacher engaged in the continuous pursuit of learning.

SERVICE

Knowledge invests us with the power to improve our world and the responsibility to act. We will be engaged in our community. Our students, faculty and staff will partake in volunteerism and service activities as a natural outgrowth of the University Mission in order to impact lives now and in the future.

PLAN AND STRATEGY

In our work to develop a new strategic plan for the institution, the Strategic Planning Committee agreed to look at each of the eight key issues. For each, we would attempt to

answer six critical questions that would influence how we, as a united campus and community, would address these issues. These six questions include:

1. How do we define the goal?
2. What is our rationale for including this as critical to the strategic plan and health of the institution?
3. What steps need to be taken to achieve success in this goal?
4. What is the priority of this goal?
5. What is the timeline for achieving this goal?
6. What assessment suggestions exist to evaluate success and/or remain focused in achieving this goal?

The plan presented herein is intended as a *living document*. It is offered to guide and focus the institution on critical issues believed to be of the greatest import to our future. This plan will impact our ability to lead through the delivery of excellent instruction and opportunity. We will emphasize partnership and service as a resource in our community to instill in our constituents a thirst for knowledge and a meaningful manner in which to contribute positively to the world.

It is equally imperative therefore, that we understand this document as responsive as the world around us changes. The Strategic Planning Implementation Teams (S.P.I.T.s) will be empowered to respond appropriately, developing, altering or reprioritizing the elements contained within this plan. The formation of the S.P.I.T.s is of the utmost importance. Those individuals serving on the S.P.I.T.s must have a forward looking vision as well as an ability to work collectively in developing specific strategies to successfully implement and assess this plan. In short, the institution is relying on tangible leadership from all of us.

“We must all hang together, or assuredly we shall all hang separately.”

Benjamin Franklin

LEADERSHIP

Mansfield University will be recognized as a center for leadership development.

- We will collectively create a shared operational definition for leadership as understood at Mansfield University.
- We will mindfully, deliberately and actively practice ethical leadership which creates a leadership culture on campus.
- We will conduct a leadership audit to identify current and viable leadership development activities in order to assess those initiatives which merit sustained support in keeping with the established practice of continuous improvement as identified in Assessment section of this document.
- Mansfield University will foster advanced scholarship in leadership, exemplify best practices and advance a leadership-as-service culture.
- We will foster leadership development through structured opportunities to develop personal and professional leadership experiences and understanding for all members of our community.
- We will encourage MU constituents to apply for competitive funding to explore leadership development opportunities.
- We will provide leadership enrichment through a Leadership Lecture series.
- We will define, standardize, monitor and routinely assess Mansfield University Leadership Scholarships and insure the scholarships are given to those who have demonstrated leadership potential and are renewed for those whose have practiced leadership.
- Our institutional brand of “Developing Tomorrow’s Leaders” shall be used across all levels of the campus.
- The Leadership Institute will raise self-supporting revenue for the University by providing training for corporate clients and summer programs for adults.

QUALITY FACULTY AND STAFF

Mansfield University will recruit the finest faculty and staff to insure that our constituents have the opportunity to interact and study with outstanding leaders.

- We will commit to recruiting employees who have the strongest credentials in their respective fields and who have the best experience and creativity to offer.

- We will commit to hiring individuals who express their desire to contribute to the greater good of the institution, who believe in the values we express in our Creed and who will commit to bring these values to life in their daily interaction with our constituents.
- We will work to provide faculty and staff opportunities that foster their connection to the community and allow time for interaction and partnerships which promote engagement.
- We will encourage, expect and reward faculty and staff who, through collaborative effort both inside and outside the institution, advance society through their work (e.g. publication, collaboration, etc), recognizing that these kinds of activities are what keep our personnel fulfilled, connected and current in their fields.
- We will hold all employees accountable for contributing in a meaningful way to our mission.
- We will develop mentorships, retreat and empowering/learning opportunities for personnel to support and cultivate their efforts and actions.
- We will celebrate diversity of opinion and encourage an atmosphere of open dialogue.
- We will communicate clearly our expectations for participation in achieving our Mission as we hire new personnel with the collaborative support of our various collective bargaining units.
- We will evaluate how resources are allocated and will work to insure that we can deliver all of our programs with excellence.
- We will engage in program review and consider not merely the cost of programs, but the importance of and impact on society.
- We will engage in continual assessment of curriculum and the structure in which our various curricula operate.

ASSESSMENT

Mansfield University dedicates itself to the systematic, ongoing, intentional and meaningful assessment of institutional effectiveness.

- We will designate a person to be in charge of the coordination, implementation, and evaluation of assessment efforts across the campus.

- Develop a team to investigate and suggest *measurable* university-wide learning outcomes and assessment mechanisms that are related to these outcomes in conjunction with our desire to reflect a Liberal Arts Education. We will determine these outcomes within two years and fold them into annual program reviews with the understanding that accredited programs may have a number of outcomes externally demanded.
- We will require yearly program reviews (academic and co-curricular) to include:
 - a.) The level to which the employees, courses, programs, pedagogies, curricula etc. reflect the University's Mission and/or Creed.
 - b.) The level to which students demonstrate proficiency of the learning outcomes, keeping in mind that learning outcomes do not belong solely in the classroom.
- We will empower department heads to ensure meaningful student and employee assessment in order to raise accountability among all constituents. Create a system by which human resources, department leaders and administration are in agreement with ways and means to assist faculty, staff and students who under-perform so that they may be assisted to improve.
- We will develop a mechanism for frequently communicating best practices for program, student, and employee assessment.
- We will assist those involved with program assessment (both academic and co-curricular) understand what they are already doing in terms of outcome evaluation and discover new ways of approaching assignments and activities that foster the skills and dispositions of the University's Learning Outcomes.
- We will make it clear to faculty, through hiring and evaluation mechanisms, the necessity of systematic, transparent, and meaningful student assessment. Faculty need to recognize that meaningful assessment can identify, and thus overcome, unfortunate disconnects between what they want the students to learn, what the faculty are actually teaching and what is useful to the student.
- We will actively encourage students to involve themselves in the assessment process. Specifically, institute opportunities for student self-assessment, which brings their focus away from grade acquisition and toward the quality of knowledge attained and the height of individual skill they have developed.
- We will in all circumstances look to provide meaningful, practical and engaging opportunities that link to hands-on experiences that partner with our community members.

LIBERAL ARTS AND OUR GENERAL EDUCATION AS FOUNDATION

The general education curriculum is a core element of the liberal arts education for every Mansfield University student, and as such affects every one of our students, faculty, staff, and alumni. As the central theme of our institutional mission, it is the unifying element underlying all areas of study and permeates every aspect of our vision. In order for our entire curriculum to reflect this mission and vision, our definition for a liberal arts education must become clear. There must be a single coherent model for all programs that is both internally responsive to the institution's needs and aligned with requirements of external accrediting bodies and state mandates.

- We will critically review the current General Education curriculum. If appropriate, restructure it to reflect Mansfield's dedication to the development of the skills and dispositions consistent to a Liberal Arts Education.
- We will establish a team to undertake a thorough analysis of best practices among liberal arts institutions with regard to the educational elements that are common in the experience of all students at the institution.
- We will establish university-wide learning outcomes that reflect Mansfield University's Mission in cooperation with the assessment implementation team to be formed through this strategic plan.
- We will develop assessment methods that determine whether our students are achieving the desired outcomes, and that inform continuous improvement of the curriculum toward this goal. This can only be accomplished through regular, intentional, and meaningful campus wide conversations about the nature of a liberal arts education and the role Mansfield's general education curriculum plays in this education.

SAFETY/ENVIRONMENT/MILIEU

Mansfield University will improve the campus culture and climate. We will strengthen and maintain an aesthetically stimulating, inspiring and "green" campus that supports opportunities for students, faculty, staff, and community members to engage; our sensitivity to and stewardship of our resources will give the campus a distinct identity. We will seek to insure the safety and security of all our constituents on campus while attempting to maintain an appropriate balance in the institutional environment that supports academic endeavor.

- We will increase the knowledge and response-readiness level of all constituents to understand their personal role and responsibilities related to a safe campus environment.
- We will work with campus and local police to prevent crime.

- We will create a vibrant, invigorating, and safe campus which enhances learning and living opportunities for students, faculty, staff, and community members.
- We will recruit employees and students who represent diverse ethnic groups, divergent socioeconomic backgrounds, mixed opinions, alternative global concerns and disparate world views, all of which enhances the academic environment.
- We will strengthen efforts which foster supportive, dynamic and inventive experiences for students.
- We will simplify bureaucracy and redundancies of systems which impede service and our collective sense of achievement.
- We will honor our role as a regional attraction and endeavor to make campus welcoming and hospitable to all visitors.
- We will embrace a “green” environment and will move towards activities and facilities that promote environmental care. (See Appendix A of the Supplemental Strategic Planning Document.)
- We will establish better mechanisms, on and off campus, to foster clearer and more timely communication.
- We will ensure that personnel resources are appropriately allocated to support the safety, beautification and maintenance of our campus.
- We will take leadership to provide a full spectrum of educational, aesthetic, entertaining and cultural events.
- We will build one new residential hall and two others will be refurbished.
- We will complete construction on Allan Hall providing a home for and collaboration between the Art and Communication Departments, especially for Graphic Design.
- We will complete renovation of Grant Science Building.
- We will plan for a new classroom building.
- We will address our infrastructure needs, particularly in the area of campus technology in order to support and sustain the best possible resources for our constituents. (See appendix B in the Supplemental Strategic Planning Document.)

STUDENT RECRUITMENT AND RETENTION/FOCUS ON STUDENTS

Mansfield University will recruit a diverse and academically prepared student body. We will provide the context and the tools for student success, as shown by persistence and timely degree completion as appropriate to the academic major and the student's life circumstances.

- We will broaden our recruitment efforts to position ourselves to attract and retain students from a wider region, including national and international pools, and will increase our local competitiveness with traditional and non-traditional students.
- We will review our admission standards and increase requirements for admission to our programs while supporting our access mission.
- We will increase enrollment to 3400 students (headcount) by 2016 based on statistical forecasting.
- We will develop a comprehensive approach to Orientation and The First Year Experience and work to expand and improve these experiences.
- We will develop programs that assist students beyond the first year.
- We will expand the Mountaineer Leadership Program to include alumni and community members, thereby providing opportunities for students to engage with a wider spectrum of individuals connected to Mansfield University, which fosters a deeper sense of community integration.
- We will increase and improve communications between Student Affairs, Academic Affairs and Residence Life in order to reinforce and create a climate that encourages students to participate in campus life beyond attending classes.
- We will review and address funding structures within Student Affairs and Residence Life to insure that funds are used for their highest priorities.
- We will impress upon our faculty that good advising is more than course selection and that all faculty serve as advisors to our students.
- We will develop methods to fairly evaluate advising effectiveness and include this information in faculty evaluation and reward processes.
- We will increase Student Support Services in order to increase retention, recognizing that it is critical that academic support is in place for students who are academically under-prepared or who under-perform.

- We will implement an academic course calendar and events schedule that is more responsive to the needs of our entire student body, and not just the needs of the residential student.
- We will improve services to our international students regarding housing and meals during semester breaks, assimilation into campus life, and respect for the cultural diversity they bring to the campus.
- We will increase freshman to sophomore retention to be consistently 72% or higher.
- We will enroll 100 International students annually.
- We will increase our diversity enrollment from 7.2% to 10%.
- We will put greater effort towards the development of innovative Master's programs, recognizing the influence that strong graduate programs can have on undergraduate programs and the general perception of the institution while growing overall enrollment.

ADVANCEMENT, RESOURCE DEVELOPMENT AND ALLOCATION

Mansfield University will base resource allocation on our mission and vision and on Assessment activities to insure institutional quality. We will facilitate the Office of Advancement and Grants Development activities in their pursuit of endowments, grants, associations with foundations, cultivating employee support, seeking sponsorship and collaborative agreements, cultivating alumni support, community involvement and public relations.

- We will allocate resources to support the development and change necessary to improve and to maintain institutional quality based on ongoing assessment.
- We will aggressively partner with larger corporations and foundations.
- We will gain an audience through major grant development.
- We will increase employee and alumni giving rates and sustain them.
- We will embark on a public relations campaign that concerns itself with image promotion, and strengthens relations with media.
- We will expand opportunities for alumni to support internships and engage in volunteer experiences for the University as they directly relate to our Mission.

- We will review staffing in the Office of Advancement and Grants Development and restructure, if necessary, in order to maximize the institution's financial soundness.
- We will redefine and broaden our efforts in public relations to celebrate our success at every opportunity. We will inundate the region with news of activities, accomplishments in academics, athletics, and the arts.
- We will develop sustainable, renewable, unrestricted scholarships to compete in the recruitment and retention of students in the amount of \$500,000.00 to \$1,000,000.00 annually.

COMMUNITY RELATIONS

Mansfield University will commit to forming mutually beneficial partnerships with the local, regional, state and global communities.

- We will develop proactive measures that emphasize the importance and benefits of our *consistent participation & involvement* in community organizations, schools, and business environments.
- Staff, faculty and students will contribute in multiple ways including direct giving to charitable organizations and efforts through fundraising and personal commitments and service.
- We will create an Employer Advisory Board to serve as benchmark for industry standards to ensure our curriculum is what it should be and that our students are graduating with competitive skills.
- We will expand internship opportunities, and other mechanisms which support student engagement off campus in productive ways.
- We will encourage expanded employer presence at campus events, such as camps, conferences, expos, and job fairs.
- We will assess our effectiveness in offering a variety of Summer Programs to entice campus visitors, optimize the use of our facilities and invigorate our summer activities.
- We will improve access and convenience to campus through accurate, consistent and highly visible signage.
- We will evaluate and if appropriate, develop a centralized location for all campus information to assist visitors and students alike (e.g. a campus Ombudsman).

- We will investigate and if appropriate, implement an Entrepreneurial Leadership Center/Student Business Incubator Center.
- We will provide robust leadership summer programming across the spectrum of personal, academic and artistic development for pre-college students through the Center for Lifelong Learning.
- We will work to enhance/form relationships with local/regional school districts to increase the availability of resources for the MU Education and Special Education Department and its students.

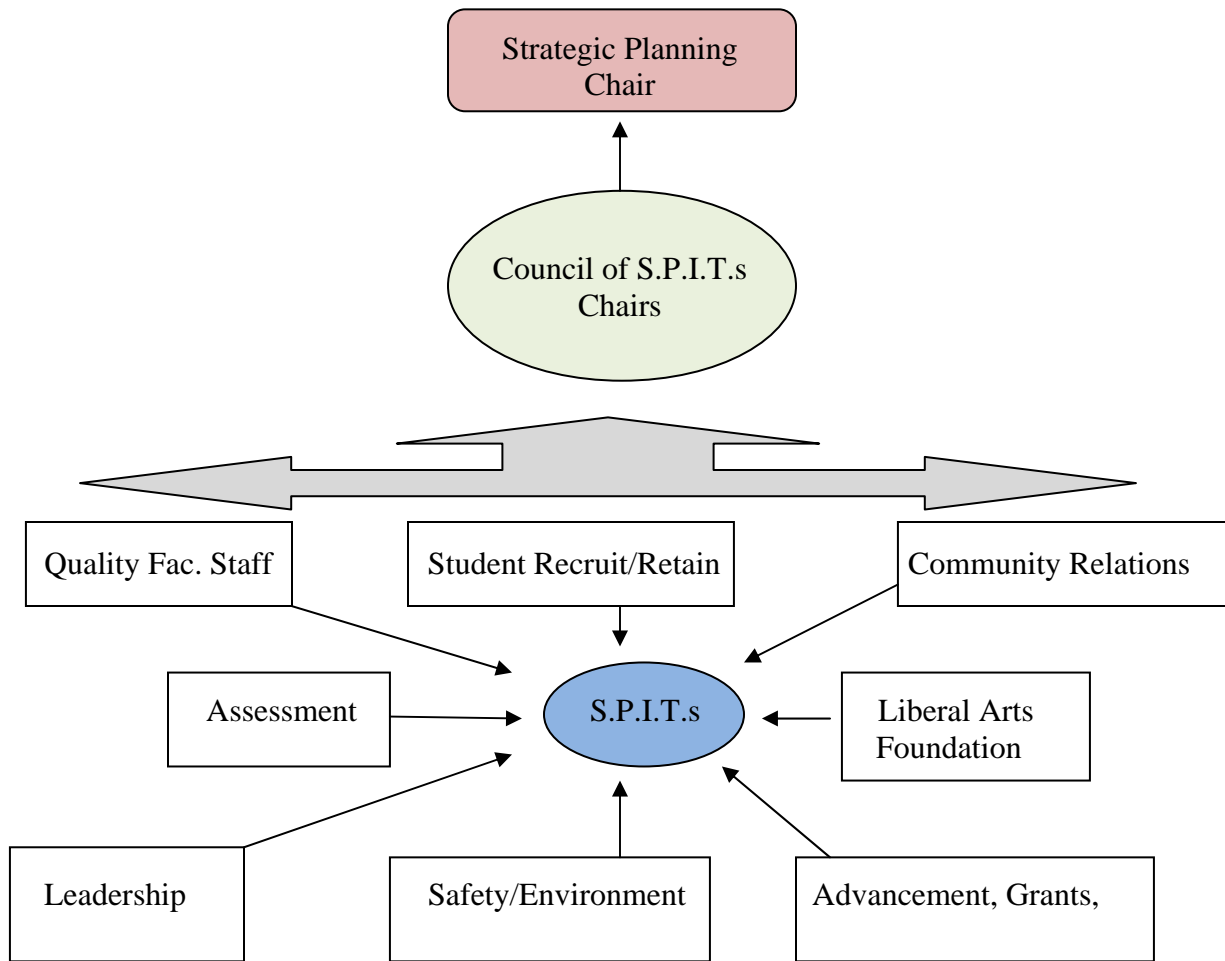
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A Document to Guide the Implementation Teams

A larger document reflecting the process and intent behind the strategic plan was created by the Strategic Planning Committee. This document is intended to clarify issues and offer suggestions for implementation, rationale for the items included in the plan and time-lines for implementation. It is hoped that the implementation teams can use this second document to accelerate their process of implementing the strategic plan.

It is clear to the strategic planning committee that this planning document contains lofty goals. While we firmly believe these goals are attainable, we recognize that the best way to begin will be to prioritize activities under each section. We strongly urge administration to empower the Strategic Planning Implementation Teams to begin their efforts by determining the most efficient and effective ordering of items under each action section and setting reasonable timelines for completing/implementing the various ideas set forth.

We further propose an organization structure that has the following design:



We recommend:

- A member from the Strategic Planning Committee be appointed as Chair of the S.P.I.T.s and be empowered to coordinate and assist in guiding them as they work to implement the Strategic Plan.
- Each S.P.I.T. elect a chair from within their membership who would report to and work with the Chair of the Strategic Planning Committee.
- The S.P.I.T.s would be comprised as indicated in the introductory section of this document.