

“Destiny is not a matter of chance; it is a matter of choice. It is not a thing to be waited for, it is a thing to be achieved.” –WILLIAM JENNINGS BRYAN

2021-2025 Strategic Plan

Approved by Board of Governors on December 5, 2020*

// Introduction

In this ever more rapidly changing world, Truman State University’s overarching purpose has remained—to provide a high-quality liberal arts and sciences education to academically talented and intellectually engaged students from every corner of Missouri and all parts of the world. We exist to open opportunity, promote access and social mobility, foster excellence and enable every student to pursue and achieve their unique goals.

Through a renewed liberal arts and sciences curriculum that is deliberately built for the modern world, we are dedicated to each of our student’s individual pursuits and ensure their engagement in learning and discovering their personal and professional purpose by providing intentional curricular and co-curricular opportunities which are applicable to real-world challenges.

While the challenges of declining state support, tuition caps, societal devaluation of the liberal arts, the disaggregation of higher education and increased competition have not abated, this strategic plan is designed to ensure engaged focus on the core areas essential to the present and future success of the University

Utilizing a slightly modified version of the 4 Disciplines of Execution (McChesney et al., 2012), this plan focuses on impacting SMART (Specific, Measurable, Attainable, Relevant, Timely) foundational metrics. The 4 Disciplines are: 1) Focus on the Wildly Important Goal (WIG); 2) Act on the Lead Measures; 3) Keep a Compelling Scorecard; and 4) Create a Cadence of Accountability. Based on the concept of the Pareto Principle/80-20 Rule in which 80% of consequences come from 20% of causes, the plan is composed of three primary initiatives designed to impact the foundational metrics. Resource allocation will support the implementation of the initiatives.

Undeterred by the COVID-19 pandemic, the campus community developed this initiative and metric focused plan over the course of a year (see Appendices A and B).

The grounding for the initiatives and metrics is three overarching commitments - Organizational Excellence, Student Success and Achievement, and Professional and Societal Impacts. These three commitments are the basis for realizing our mission and vision.

TRUMAN STATE UNIVERSITY

// Mission Statement

The mission of Truman State University is to offer an exemplary undergraduate education to well-prepared students, grounded in the liberal arts and sciences, in the context of a public institution of higher education. To that end, the University offers affordable undergraduate studies in the traditional arts and sciences as well as selected pre-professional, professional, and master's level programs that grow naturally out of the philosophy, values, content, and desired outcomes of a liberal arts education.

// Vision Statement

Truman will demonstrate its public liberal arts and sciences mission by developing educated citizens needed to protect our democracy and offer creative solutions to local, state, national and global problems. It will do so through transformative experiences that foster critical thought, daring imagination and empathetic understanding of human experiences at home and around the world. Truman graduates will be citizen-leaders committed to service; globally competitive; able to thrive in the complexities of an advanced, technical and multicultural world; and inspired to live healthy and meaningful lives.

THE 3 OVERARCHING COMMITMENTS

ORGANIZATIONAL EXCELLENCE

STUDENT SUCCESS AND ACHIEVEMENT

PROFESSIONAL AND SOCIETAL IMPACTS

What are our key objectives?

Foster an inclusive and supportive environment where all community members feel valued and encouraged to reach their highest potential. This requires recruiting and sustaining faculty, staff and students who will thrive and grow in this environment.

Optimize and sustain a clear, coherent and inspiring academic environment for all students, supporting their journey from orientation to commencement and on to employment. These efforts should focus on innovative strategies that ensure timely graduation, excellent academic performance, and the launch of successful careers.

Produce graduates who are highly sought after throughout their careers and who will make ongoing, meaningful contributions to their professions, their communities, and society at large.

How will this make us distinctive?

The personal and professional development of employees is greatly enhanced through a healthy work environment, and the way students experience this healthy campus environment influences both their learning and developmental outcomes.

As evidenced by their academic portfolio, graduates will be well prepared for the workforce or for continued study in graduate and/or professional programs.

Substantiate the advantages of a liberal arts and sciences education in the ability to adapt and thrive in the complexities of an advanced, technical and multicultural world.

THE 3 INITIATIVES

SELECTED TACTICS

FOUNDATIONAL METRICS

ENROLLMENT INITIATIVE

The ability of the University to meet its mission and vision is inextricably linked to the ability to effectively recruit and retain a multidimensional student body.

Optimize and implement recruitment plans that are based on best practices and evolving markets for recruiting first-time undergraduate students, transfer students, graduate students, and international students. Recruitment plans will include communication strategies that reach potential students earlier in the recruiting cycle, provide information that is relevant to the college choice decision and to career exploration. A recruitment plan for online degrees/ programs will also be developed and implemented.

Launch new undergraduate and graduate courses and degree programs that build on our strength in the liberal arts and sciences and meet contemporary needs for a highly educated workforce in Missouri, the USA, and globally, including increased online offerings. Create a catalog of online courses that make it possible for a student to complete an undergraduate or graduate degree online from Truman.

Develop and implement a retention plan based upon best practices, with clear delineation of faculty and staff responsibilities. This includes the review and implementation of best practices in communication, student policies, and navigating Truman systems considering all options including new software solutions, maximizing current resources, or developing in-house processes.

Direct Measures -

- Enrollment goals
- Retention rates
- Graduation rates

Indirect Measures -

- Campus climate - inclusion and diversity
- Academic performance
- First destination rate
- Alumni satisfaction

Direct Measures -

- Enrollment goals
- Retention rates
- Graduation rates

Indirect Measures -

- Campus climate - inclusion and diversity
- Academic performance
- First destination rate
- Alumni satisfaction

Direct Measures -

- Enrollment goals
- Retention rates
- Graduation rates

Indirect Measures -

- Campus climate - inclusion and diversity
- Academic performance
- First destination rate
- Alumni satisfaction

ADVISING INITIATIVE

Strong advising is essential to the University vision of educating citizen-leaders.

The advising of students has many facets, including program/course planning, academic progress information, academic counseling, career advising, personal enrichment, and campus involvement.

Establish a common definition, vision and learning outcomes for advising on campus.

Establish standards for evaluating and assessing faculty and staff performance in their advising roles to ensure continued professional development and advising effectiveness. Provide guidance for the inclusion of advising in annual reviews and promotion and tenure reviews.

Direct Measures -

- Retention rates
- Graduation rates

Indirect Measures -

- Enrollment goals
- Campus climate - inclusion and diversity
- Academic performance
- First destination rate
- Alumni satisfaction

Direct Measures -

- Retention rates
- Graduation rates

Indirect Measures -

- Enrollment goals
- Campus climate - inclusion and diversity
- Academic performance
- First destination rate
- Alumni satisfaction

continued

continued

ADVISING INITIATIVE

Develop and implement a training and professional development plan to support faculty, professional advisors, career counselors, and others who perform an advising or mentoring role in their work.

Direct Measures -

- Retention rates
- Graduation rates

Indirect Measures -

- Enrollment goals
- Campus climate - inclusion and diversity
- Academic performance
- First destination rate
- Alumni satisfaction

Develop and implement a plan to provide guidance to students on how to maximize their relationship with their advisor.

Direct Measures -

- Retention rates
- Graduation rates

Indirect Measures -

- Enrollment goals
- Campus climate - inclusion and diversity
- Academic performance
- First destination rate
- Alumni satisfaction

CAMPUS CLIMATE INITIATIVE

A positive campus climate is crucial to the vitality of our campus community.

While campus climate is broadly defined as “the current attitudes, behaviors and standards of faculty, staff, administrators and students concerning the level of respect for individual needs, abilities and potential” (Rankin & Reason, 2008, p. 264), this initiative is focused on creating an inclusive environment where all community members feel valued and encouraged to reach their highest potential.

Develop and implement a Diversity and Inclusion strategic plan that addresses Truman’s enduring commitment to forming and strengthening socially just learning and working environments that foster a culture of excellence by engaging diverse people, ideas, perspectives and the community.

Direct Measures -

- Campus climate - inclusion and diversity

Indirect Measures -

- Enrollment goals
- Retention rates
- Graduation rates
- Alumni satisfaction

Strengthen student, staff, and faculty cultural competency through curricular and co - curricular opportunities to fulfill student needs and expectations, so as to:

- ensure graduates are prepared to enter a diverse, global society;
- expand the outreach and engagement of alumni of color; and
- expand networking opportunities.

Direct Measures -

- Campus climate - inclusion and diversity

Indirect Measures -

- Enrollment goals
- Retention rates
- Graduation rates
- Alumni satisfaction

Institutional Effectiveness

In addition to the three initiatives mentioned above, Truman is committed to making continued improvements in institutional effectiveness. That is, engaging in ongoing activities to organize evaluation, assessment, and improvement efforts that demonstrate how well we are fulfilling our mission and achieving our goals.

While there are many measurements used to indicate continued progress, Truman will focus on making improvements that ensure continued good standing with our accreditation body, maintain compliance with federal and state reporting requirements, enhance development and advancement opportunities, and demonstrate organizational excellence.

These improvements will be quantified through the following core metrics:

<p>ARE WE PRODUCTIVE AND EFFICIENT?</p> <p>Internal Processes and Planning:</p> <ul style="list-style-type: none"> • HLC Accreditation • Academic Program Reviews • Data Management <p><i>Resources, structures, and processes are sufficient to fulfill our mission, improve the quality of our educational offerings, and respond to future challenges and opportunities.</i></p>	<p>HOW DO TARGETED STAKEHOLDERS SEE US?</p> <p>Reputation:</p> <ul style="list-style-type: none"> • Employer satisfaction • Alumni satisfaction <p><i>Review the extent to which graduates are prepared for the workplace today as well as tomorrow.</i></p>
<p>DO WE EFFECTIVELY MANAGE OUR FINANCES?</p> <p>Financial Perspective:</p> <ul style="list-style-type: none"> • Percentage spent on core functions • Scholarships as a percentage of total revenue • Endowment value <p><i>Denote stewardship and fiduciary responsibilities, cost effectiveness, and revenue generation.</i></p>	<p>HOW DO OUR FACULTY AND STAFF FEEL?</p> <p>Campus Climate - Organizational Excellence:</p> <ul style="list-style-type: none"> • Respect and appreciation • Collaborative governance and leadership • Professional/career development • Compensation and benefits • Job satisfaction • Work/life balance <p><i>We thrive as a University when all individual members feel they can accomplish their work and receive appropriate communication, support and appreciation.</i></p>

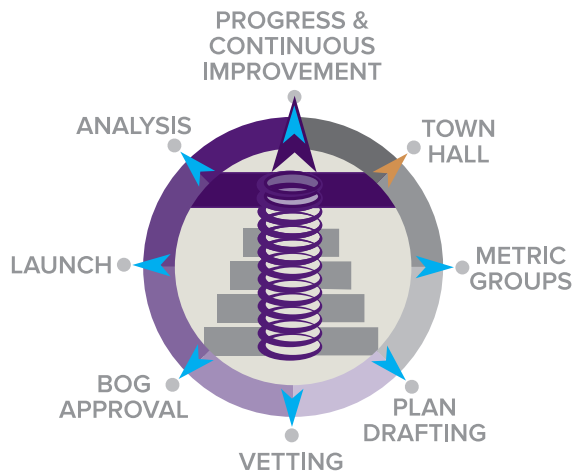
Taken in total, institutional effectiveness activities represent improvement efforts that encompass operations management, decision making, and institutional planning.

*Amended April 5, 2021 –

- Added “and implement” to the statement “Develop a Diversity and Inclusion strategic plan ...” in the Campus Climate Initiative. (p.4)
- Expenditure per student was eliminated from Financial Perspective (p.5) as it is no longer a State performance measure.
- Changed the Foundation Metric name of “Next Destination Rate” to “First Destination Rate” to correspond with the State performance measure name.

Appendix A

Development of the plan



On November 11, 2019, a Town Hall Meeting was held to introduce the strategic plan framework and serve as the official kickoff of the planning process.

With the core structure of the plan identified, the campus as a whole provided the opportunity to participate in the development of initiatives to be enacted that will impact one or more of the metrics.

To appropriately focus and stay the course on making improvement in these areas to be defined in quantitative terms, the campus community was challenged to reframe thought processes away from the notion that new initiatives translate to additional demands for all, to a more focused view that defines how we do differently, and reprioritize what we do and how we advance, knowing that some things may need to be set aside for the time being if they don't align with stated objectives for each category. This new lens through which to view the process opened the door to new and innovative ideas without the encumbrance of increased time and other resource demands for each member of the community.

While the campus community continued to brainstorm initiatives, several working groups were established to explore possible metrics to be used for those areas that did not have clearly defined measurements. Specifically, working groups were established for campus climate, alumni satisfaction and employer satisfaction. The working groups were also provided access to the Strategic Plan Oversight Metrics Group, and a list of Strategic Plan Expert Liaisons who served as points of contact in regard to data collection and available data sets, as well as content experts from various areas of campus will to provide guidance on their respective functions and how various metrics and data sets may be most useful (see Appendix B for a list of Metric Team Working Groups, Strategic Plan Oversight Metrics Group and Strategic Plan Expert Liaison membership.)

A Strategic Plan Drafting Team was appointed by the President to examine all the feedback from individuals and working teams and incorporate those ideas and concepts into an initial draft plan. The next phase will be to have the draft plan vetted by appropriate stakeholders and submit the final version to the Board of Governors for approval at their December 2020 meeting.

To ensure the campus community remains focused on the priorities, initiatives and progress, the University will host a SPAW session twice per year (once in August, and once in January.) Engaging at regularly scheduled points will provide opportunity to the University to discuss current status and progress toward goals, maintain our focus on our specific goals, and ensure the plan remains a dynamic document, which is nimble and allows changes to occur as needed.

Appendix B

Working Groups for 2021–2025 Strategic Plan – Metric Teams/Groups

Campus Climate Strategic Plan Metric Team

- Melissa Garzanelli (Chair; Human Resources Generalist)
- Shania Montufar (Student)
- Sara Seifert (Director of Public Safety)
- Brad Turnbull (Interim Director of Center for Diversity and Inclusion)
- Jonathan Vieker (Director of Retention)

Employer Satisfaction Strategic Plan Metric Team

- Lance Ratcliff (Chair; Dean of the School of Health Sciences and Education)
- Tara Hart (Director of Admission)
- Sarah Mohler (Assistant Professor of English)
- Jenni Nuhn (Assistant Director of Career Services)
- Trevor Shonhiwa (Assistant Professor of Accounting)

Strategic Plan Drafting Team

- Tim Walston (Chair; Dean of the School of Science and Mathematics)
- Carolyn Cox (Professor of Health Science)
- Mike Garzanelli (Comptroller)
- Kevin Minch (Associate Provost)
- William Nelsen (Assistant Director of Residence Life)
- Becky Pike (Director of Development, School of Business)
- Diane Richmond (Director of Learning Technologies)
- Emma Rollings (Student)
- Bridget Thomas (Director of Interdisciplinary Studies and Professor of Classics)

Alumni Satisfaction Strategic Plan Metric Team

- Stacy Tucker Potter (Chair; Director of Engagement)
- Adam McMichael (Assistant Director of Union and Involvement Services)
- Madison Peterson (Assistant Athletics Director – Compliance and Operations)
- Amanda Shreves (Assistant Director of Admission – Technology)
- Tim Wisner (Assistant Professor of Physics)

Strategic Plan Oversight Metric Group

- Steve Petersen (Point of Contact; Assistant to the Executive Vice President for Academic Affairs)
- Nancy Asher (Registrar)

- Dean DeCock (Director of Assessment and Professor of Statistics)
- Tammy Roberts (Director of Administrative Computing)
- Steve Wynn (Associate Dean of Libraries for Technical Services and Systems)

Strategic Plan Expert Liaisons

Advising – Andrea Maag (Interim Director of Center for Academic Excellence)

Next Destination for Graduates (Career and Graduate/Professional School) – Dave Lusk (Associate Vice President for Career Development)

Employers – Suzanne O'Mara (Director of Development/Corporations)

External Reports – Arletta Nelson (Assistant to the Vice President for Administration, Finance and Planning)

Financial Aid – Marla Fernandez (Director of Financial Aid)

Governance –

- Scott Alberts (Faculty Senate President and Professor of Mathematics);
- Kara Jo Levery (Staff Council Chair and Career Ready Coach);
- Deanna Schmidt (Student Government President; Student)

International/Study Abroad – Tim Urbonya (Executive Director of International Education)

Information Technology Services –

- Donna Liss (Chief Information Officer)
- Tammy Roberts (Director of Administrative Computing)

Recruitment – Tara Hart (Director of Admission)

Retention – Jonathan Vieker (Director of Retention)

Student Research – Jessica Colpoys (Office of Student Research Director and Assistant Professor of Agricultural Science)

Underserved/Underrepresented Students –

- Heather Cianciola (Director of McNair Program and Assistant Professor of English)
- Brad Turnbull (Interim Director of Center for Diversity and Inclusion)

