

# 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

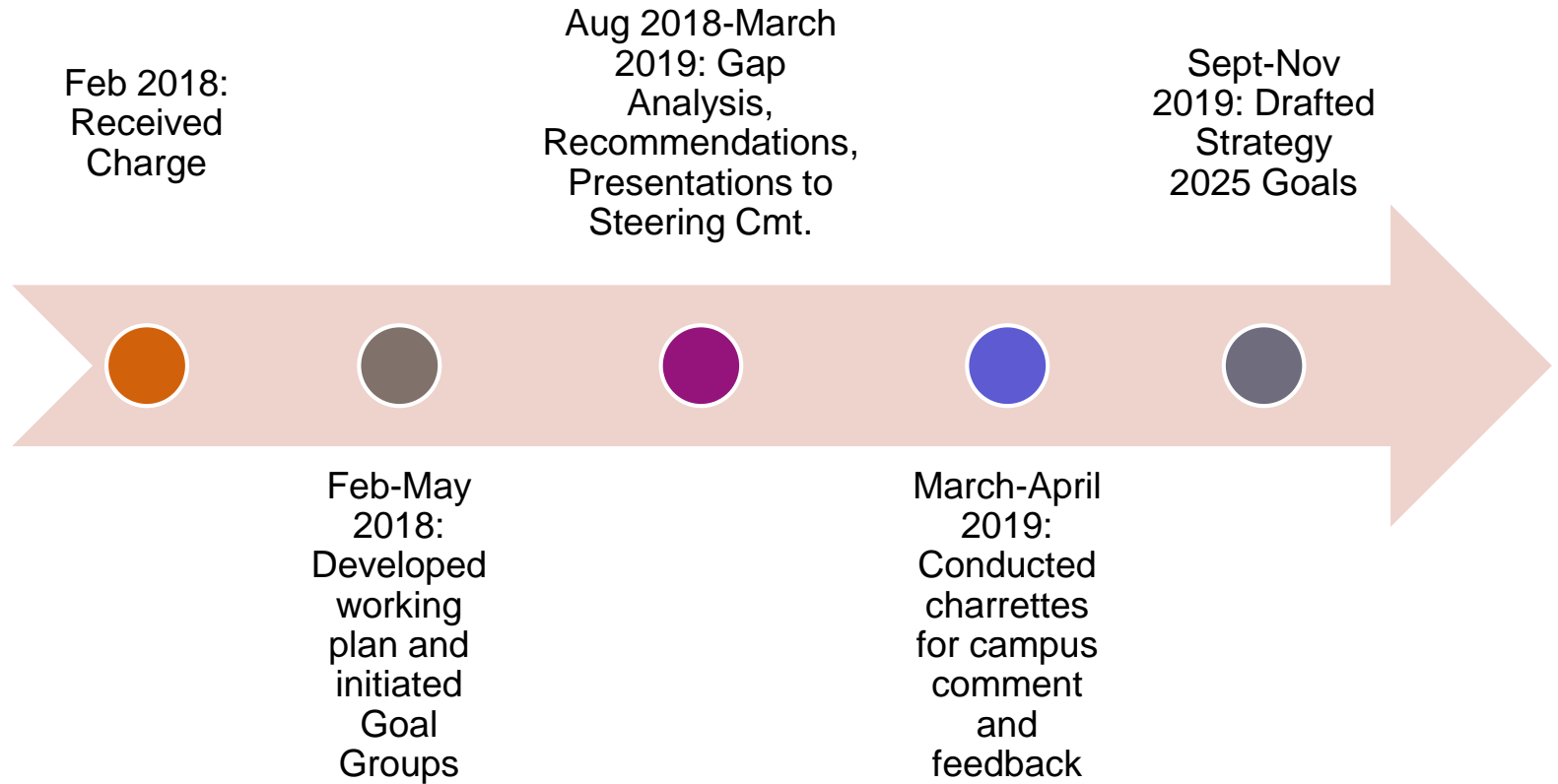


# Strategic Plan Structure

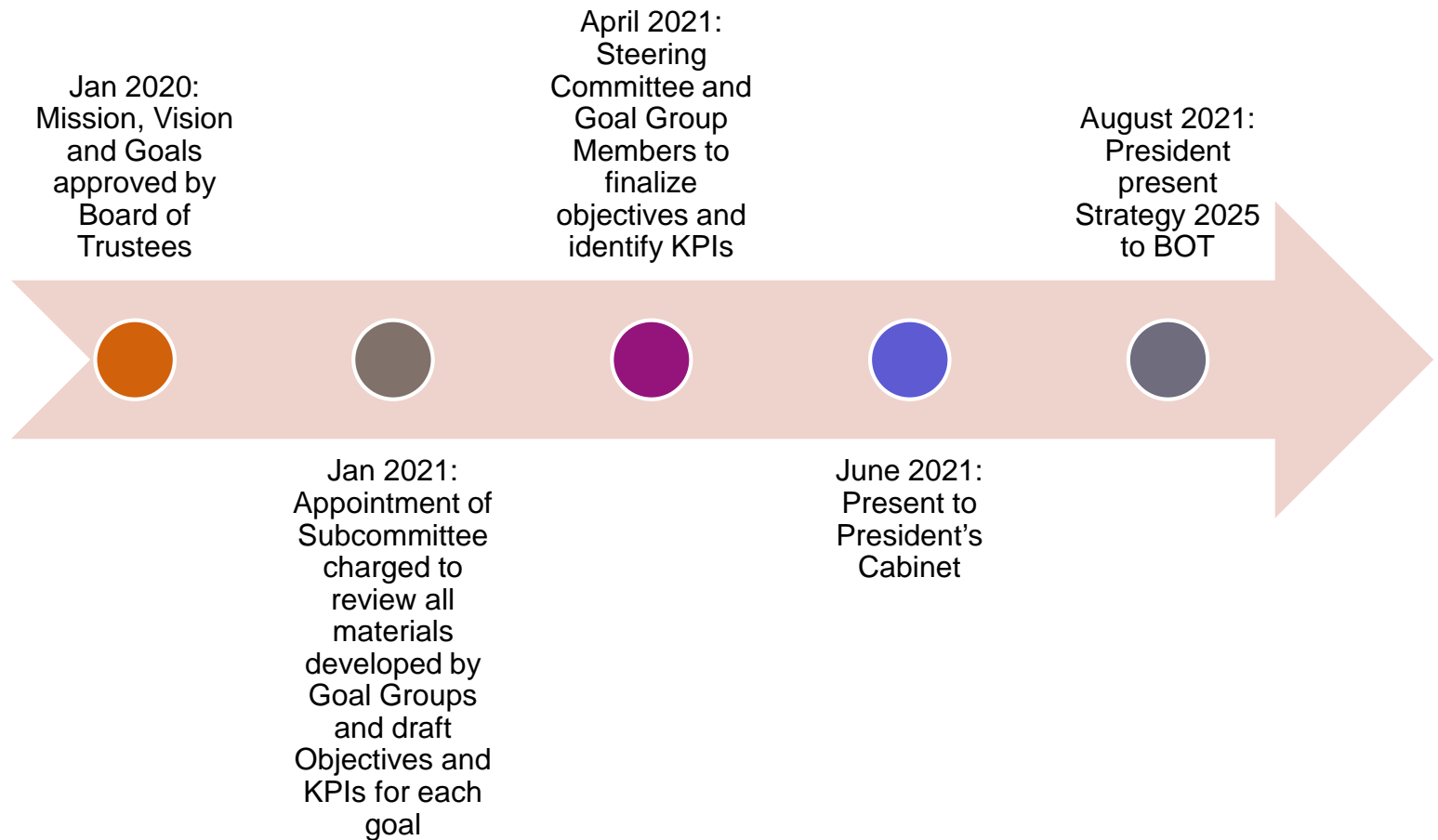


Source: Goldman & Salem, 2015

# Timeline



# Timeline



# 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 – Strategic Planning and Institutional Effectiveness Software

- ❑ 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.

# Weave – Strategic Planning and Institutional Effectiveness Software

The screenshot displays the Weave Education dashboard interface. At the top, there is a navigation bar with tabs for DASHBOARD, PROJECTS, CREDENTIALS, and REPORTS. A user profile for Colleen Sexton is visible on the right. The main content area is divided into several sections:

- Strategic Planning Statuses:** A bar chart titled "Status of Assessment Projects" showing the distribution of projects across four stages: Not Started (0), In Progress (1), Internal Review (0), and Complete (0).
- All Projects:** A summary section for "SP: 2021-2022" showing progress metrics: 25% Outcomes with Measures, 30% Measures with Targets, and 0% Targets with Findings. It also lists "18 Measures Missing" with examples like "5.1 - Unnamed".
- Your Team Stats:** A summary for "SP: 2021-2022" showing 0 Accreditation Projects, 1 Assessment Projects, and 0 Program Reviews, with a large "1 Projects" indicator.
- Announcement Feed:** A list of recent updates, including "Strategy 2025 Update" (Apr 23, 2021, New) and "Strategy 2025 Build" (Mar 1, 2021, Ended).

# 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

- Goldman, Charles A. Hanine Salem. (2015). Getting the Most Out of University Strategic Planning – Essential Guidance for Success and Obstacles to Avoid. Rand Corporation
- Eckel, Peter. Cathy Trower. (2/14/2019). Stop Planning! Inside Higher Ed.  
<https://www.insidehighered.com/views/2019/02/14/colleges-need-rethink-strategic-planning-opinion>

Based on Eckel and Trower book – Chapter 14:

- Practical Wisdom, Thinking Differently About College and University Governance (2018). Stylus Publishing.