



SHAWNEE AT 40

RESILIENT // RESPONSIVE // RELEVANT

The SSU Strategic Plan (2021-2026)

ShawneeState
UNIVERSITY



**LIFE REALLY DOES
BEGIN AT FORTY. UP
UNTIL THEN, YOU ARE
JUST DOING RESEARCH.**

- Carl Jung

Shawnee State is resilient, responsive and relevant.

We used to proudly state that we were the youngest university in Ohio. With youth came speed, flexibility, growth, and many lessons learned through successes and failures. We spent much of our adolescence figuring out who we wanted to become.

As we approach 40, we're more mature. We know who we are and the experiences of the past have given us better perspective in planning our future. Our priorities are more focused on what's most important — our students and our ability to prepare them to succeed in a rapidly changing world.

We are more resilient because we know that change is a vital part of life. We've faced adversity before and are now confident in ourselves and our ability to not let setbacks keep us from reaching our goals.

We are responsive because we understand our students, families and business community — and we are able to anticipate their needs.

We are relevant. Shawnee State is vital to our regional and state economy and a Shawnee State degree changes lives for the better. We are in touch and in sync with innovation and technology impacting our world and offer value for students trying to find their place in it.

We've learned a great deal since 1986. We'll never stop learning, but we are now able to build upon our strengths to continue to grow and improve in strategic ways. That means new academic programs, expanded graduate degrees and additional online education that attract and retain diverse student populations and prepare them for success. It also means expanding student life programming, creating a culture of diversity and inclusion throughout our institution, and relying on data at every step to make decisions that impact us, our students and our community.

Together, we're preparing a path toward ongoing success — for our 40th anniversary and beyond. Thank you for being a part of Shawnee State's future.



Jeff

Jeff Bauer
President

OUR MISSION

WE PREPARE TODAY'S STUDENTS TO SUCCEED IN TOMORROW'S WORLD.

Our Vision is to be a best-value university offering a wide range of high-quality signature programs. Best-value means combining academic excellence with affordable tuition to make college possible for more students. A growing number of Shawnee State programs are gaining national attention for high quality and low cost.

WE VALUE:

▶ STUDENT-FOCUSED SERVICE

We place students at the center of everything we do and every decision we make.

▶ COMMUNITY ENGAGEMENT

We value the diverse perspectives of the people within our community — on and off campus — and our role in enriching the lives of those who work, live and discover here.

▶ AUTHENTIC DIALOGUE

We respect open, honest and sincere two-way communication.

▶ THOUGHTFUL RISK-TAKING

We value innovation and encourage those around us to dream big and explore new possibilities.

▶ CONTINUOUS IMPROVEMENT

We look for opportunities to make what we do well today even better tomorrow.



GOALS

1

We serve the region by offering programs that students need to thrive in a dynamic world.

2

We strive to grow our enrollment and build a diverse and sustainable student body.

3

We prioritize student success in our decision-making.

4

We enhance the quality of life of our community and region through positive partnerships.

5

We provide student-centered and customer-focused processes in our administrative operations.

6

We use evidence, data, and best practices when making decisions.

7

We are a diverse community that is equitable and inclusive.

STRATEGIES

Build on the strengths of current academic programs

Enhance and apply best practices to student enrollment

Achieve high levels of student retention and success

Improve access to campus and convenience for visitors

Develop and maintain effective two-way communication processes

Produce, collect and share data in our operations, academic programs and co-curricular programs

Create a culture where unique backgrounds, perspectives and experiences of our employees and student body are understood and welcomed

Expand or develop academic offerings and delivery modes

Establish a sustainable student body

Grow programs and activities that improve quality of life and build strong student connections with SSU

Cultivate diverse and strong partnerships between the community and academic programs, faculty and university leadership

Enhance administrative and student business operation and process efficiencies

Share data routinely and systematically with internal and external stakeholders

Prioritize diversity, equity and inclusion (DEI) as core institutional values that drive decision-making, resource allocation and development of policies and practices

Improve academic and co-curricular programs

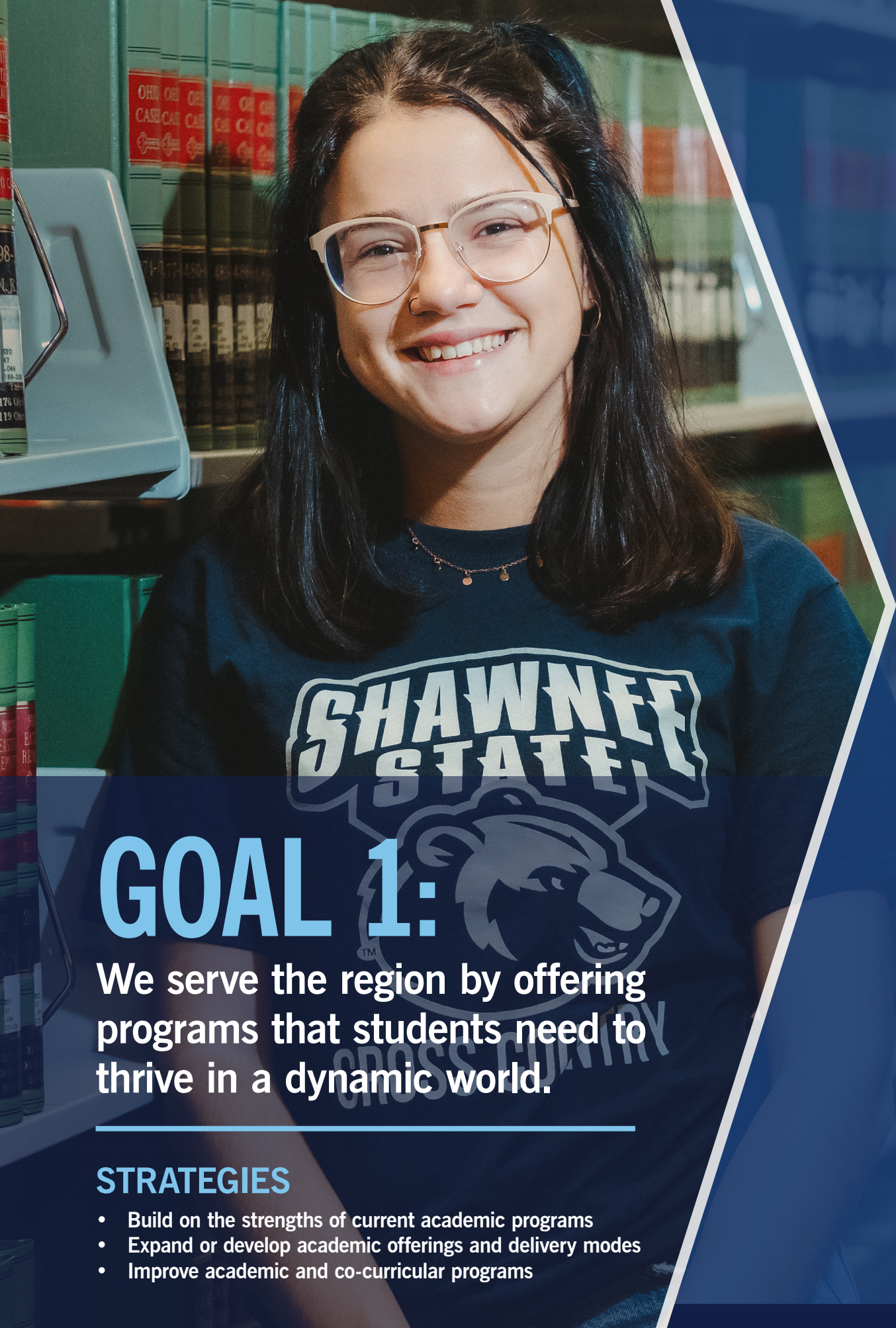
Engage regional K-12 partners through aggressive outreach

Cultivate and promote a high degree of professionalism

Monitor and report how we use data, evidence and best practices

Prioritize community needs and leverage institutional resources to address them

OUR PLAN



GOAL 1:

We serve the region by offering programs that students need to thrive in a dynamic world.

STRATEGIES

- Build on the strengths of current academic programs
- Expand or develop academic offerings and delivery modes
- Improve academic and co-curricular programs

TACTICS

- Identify strong existing programs and initiatives, partnerships or investments that would create opportunities for growth.
- Grow new programs that serve the region based on market needs, including short-term certificates and stackable credentials for pathways to bachelor's and master's degrees.
- Expand online program offerings, especially at the graduate level.
- Refresh the academic portfolio through annual reviews to identify programs for possible warehousing or scrutiny for performance.
- Assess curricular and co-curricular programs for continuous quality improvement.
- Enhance faculty research and scholarship to elevate the faculty and institutional profile.

PROJECTS

Expand associate's degrees in Health Professions <i>Annual Goals</i>	Expand or develop certificate programs in Behavioral Health Paraprofessional, Data Analytics, Criminal Justice, Strategic Communication and others <i>Annual Goals</i>	Expand and develop online associate's degree in Technical Studies <i>Annual Goals</i>	Create dashboards for academic programs and monitor programs' vital statistics and program health <i>Fall 2021</i>	Establish a list of curricular and co-curricular programs for assessment <i>Summer 2021</i>	Develop School of Business <i>Summer 2021</i>
Expand bachelor's degrees in Gaming, Biomed, Plastics and others <i>Annual Goals</i>	Expand or develop bachelor's degrees in Information Security, Criminal Justice, Social Work, Communication, Counseling/ Chemical Dependency and others <i>Annual Goals</i>	Expand and develop online bachelor's degrees in Business, Accounting, Health Care Management, Game Design and others <i>Annual Goals</i>	Implement process for warehousing programs with timelines <i>Fall 2021</i>	Develop mechanisms (website, etc) to share assessment progress with the campus community <i>Fall 2021 and Ongoing</i>	Develop School of Nursing <i>Summer 2021</i>
Strengthen business degrees and establish School of Business <i>Fall 2021</i>	Expand or develop graduate degrees in Education with licensures, Rhetoric & Composition, Nursing, MBA, Business, OT, Math, Applied Statistics and others <i>Annual Goals</i>	Expand and develop online graduate degrees in Rhetoric & Composition, Nursing, MBA and other Business, Public Health Administration and others <i>Annual Goals</i>	Undertake new program review cycle with updated program review process and guidelines <i>Fall 2021</i>	Maintain programmatic accreditation requirements and seek new programmatic accreditations <i>Ongoing</i>	Maintain programmatic accreditation requirements and seek new programmatic accreditations <i>Ongoing</i>
Develop an Academic Facilities Plan that includes a Science Building <i>December 2021</i>				Document assessment activities for internal and external stakeholders <i>Fall 2021 and Ongoing</i>	Create internal research grant program for faculty research <i>Spring 2021 and Ongoing</i>
				Establish and implement processes for successful HLC mid-cycle review and subsequent reaffirmation <i>Spring 2021</i>	Establish an Office of Grants and Sponsored Programs <i>Fall 2021</i>
					Develop a recognition plan for faculty scholarship <i>Fall 2021</i>
					Invest in and enhance Celebration of Scholarship <i>Fall 2021</i>



GOAL 2:

We strive to grow our enrollment and build a diverse and sustainable student body.

STRATEGIES

- Enhance and apply best practices to student enrollment
- Establish a sustainable student body

TACTICS

Update Strategic Enrollment Plan and incorporate into University Strategic Plan.

Increase student recruitment.

Focus on sustainable enrollment.

PROJECTS

Expand community college transfer and articulation pipelines

2021-2022 and Ongoing

Increase enrollment of adult learners

2021-2022 and Ongoing

Analyze institutional aid for lowest-cost, highest-yield merit formula

Annual Goals

Expand CCP K-12 partners, academic offerings, and formal pipelines

2021-2022 and Ongoing

Implement international student recruitment plan

2021-2022 and Ongoing

Implement comprehensive communication plan for new and continuing student business: financial aid, registrar, bursar, housing, etc.

December 2021

Expand application periods for HS students applying to SSU CCP; streamline application for CCP students applying to SSU undergraduate degrees

2021-2022 and Ongoing

Launch online program marketing plan

2021-2022

Launch new program marketing plans

2021-2022

Establish \$1.5M need-based scholarship fund

July 2022

Implement diversity recruitment plan

2021-2022

Publish and implement an Athletic Strategic Plan

2021

Develop a college awareness and financial literacy program for parents and families

2021-2022



GOAL 3:

We prioritize student success in our decision-making.

STRATEGIES

- Achieve high levels of student retention and success
- Grow programs and activities that improve quality of life and build strong student connections with SSU

TACTICS

Monitor and enhance retention, persistence and completion rates.

Create seamless student success processes that include intentional coordination between Student Success Center, academic advising, enrollment management and the Registrar's Office.

Enhance student success post-graduation through improved coordination between Student Success Center, academic departments and Career Services.

Expand internships for students.

Expand co-curricular programs addressing engagement and retention of at-risk subpopulations.

PROJECTS

Refresh KPIs and set new goals for retention, persistence and completion rates
Summer 2021 and Annually

Implement coordinated class registration and advising plan for new students, transfer students and re-enrolled students
2021-2022 and Annually

Implement formal cross-training of academic and career advisors
2022-2023 and Annually

Improve marketing of available internships
2021-2022 and Annually

Expand the "I am First Gen" program
2022-2023

Establish programming geared towards retaining second year students (combatting the "sophomore slump")
2022-2023

Standardize advising and registration processes across colleges
2021-2022 and Annually

Implement and expand "Bearly Away" initiative
Fall 2021 and Annually

Establish experiential learning requirements for academic programs
2021-2022 and Annually

Develop an Early Arrival Program for diversity and international students
Summer 2021 and Ongoing

Reinvigorate the "15 to Finish" program to ensure on-time completion
2021-2022

Develop an online Student Handbook
2021-2022

Provide regular professional development for faculty advisors and department chairs/school directors regarding major exploration and career readiness
Fall 2021 and Annually

Develop funding for students to defray costs associated with internships
2021-2022 and Annually

Develop social and co-curricular program meeting needs of international students
2021-2022 and Ongoing

Identify courses with high DFW rates (especially gateway courses) and develop and implement plan for achieving greater student success in those courses
2021-2022 and Ongoing

Analyze career paths of SSU Alumni by leveraging available data sources
2021-2022 and Annually

Establish formal on-campus internship opportunities (including paid internships)
2022-2023 and Ongoing

Assess and address needs of students with food insecurity or poverty
2021-2022 and Ongoing



GOAL 4:

We enhance the quality of life of our community and region through positive partnerships.

STRATEGIES

- Improve access to campus and convenience for visitors
- Cultivate diverse and strong partnerships between the community and academic programs, faculty, and university leadership
- Engage regional K-12 partners through aggressive outreach
- Prioritize community needs and leverage institutional resources to address them

TACTICS

Develop easy to navigate streets, pathways and signage.

Build specific outreach activities targeting in-demand areas.

Improve K-12 program and pipeline delivery.

Open deliberate formal dialogue with regional constituents.

PROJECTS

Develop and execute 3rd Street / Main Entry Plan with pedestrian pathway from campus to downtown

July 2021 - December 2022

Establish Office of Professional & Continuing Education

July 2021

Assess and coordinate delivery of TRIO, Upward Bound, and OhioCorps programing; replace and expand PALSJR delivery

December 2021

Launch President's Community Advisory Board with Workforce Development Committee

January 2022

Implement phased improvements in near-campus and on-campus local signage and wayfinding

2022

Expand formal Health Sciences and Nursing clinical and workforce partnerships with regional hospitals, long-term care and home care facilities

2021-2022 and Ongoing

Establish special relationship with Portsmouth City Schools for academic mentoring, athletics, CCP/dual enrollment on site at PHS and diversity recruiting

2022

Re-establish Workforce Development activities in the Advancement & Enrollment Management Division and align with new Office of Professional & Continuing Ed to launch non-degree certificate programs and micro-credentials

2022

Implement plan to prioritize Career Development, Job Placement, Internships and Field Experiences in College Advisory Boards

2021-2022

Implement comprehensive update of CCP K-12 programs and partnerships, courses, recruiting, advising and administration

2021-2022

Launch Center for Digital Transformation

Fall 2022

Expand apprenticeships with SCCTC and technical colleges

2021-2022 and Ongoing



GOAL 5:

We provide student-centered and customer-focused processes in our administrative operations.

STRATEGIES

- Develop and maintain effective two-way communication processes
- Enhance administrative and student business operation and process efficiencies
- Cultivate and promote a high degree of professionalism

TACTICS

Enhance administrative business system to support user needs.

Modernize student and administrative front-line business operations.

Promote the highest level of professionalism and competency in the delivery of services to internal and external stakeholders.

Strengthen the University's long-term financial stability by aligning resources with strategic goals.

Ensure University Facilities & Technology Plans support strategic goals.

Encourage and promote a culture of health and wellness.

Adopt succession plans that strengthen long-term administrative and service operations.

PROJECTS

Survey customer utilization of BearTrax modules

Fall 2021 & annually

Enable available functionalities and enhanced features (new-hire onboarding) that will align with survey results or other needs identified by senior leadership

Ongoing

Establish calendar for regularly scheduled module training for new and existing users

2021-2022 & annually

Complete J1 implementation (AR, Registrar, FA) and all technology tools/resources that are scheduled for updating

2021-2022

Ensure all new technology features are fully utilized considering student/customer needs and simplified processes

Ongoing

Execute Student Business Center improvement plan

2021-2022 and Ongoing

Deliver compliance training on a regular schedule

Ongoing

Deliver skills training, new technology training and professional development programs on a regular schedule

Ongoing

Explore and implement a learning management system to track and monitor professional and skills training activity (Bb and others)

2021-2022

Formalize the budget development calendar and standardize submission materials for dept budget manager submission of budget needs

2021-2022

Strengthen the budgetary system by providing regular budget status reports, analyses and forecasting

Ongoing

Update Facilities Master Plan and generate Technology Master Plan

Spring 2022

Identify physical locations to support the optimum performance of key services.

Ongoing, as needs are identified

Offer initiatives that strengthen the institution's collective health awareness and support the adoption of healthy habits

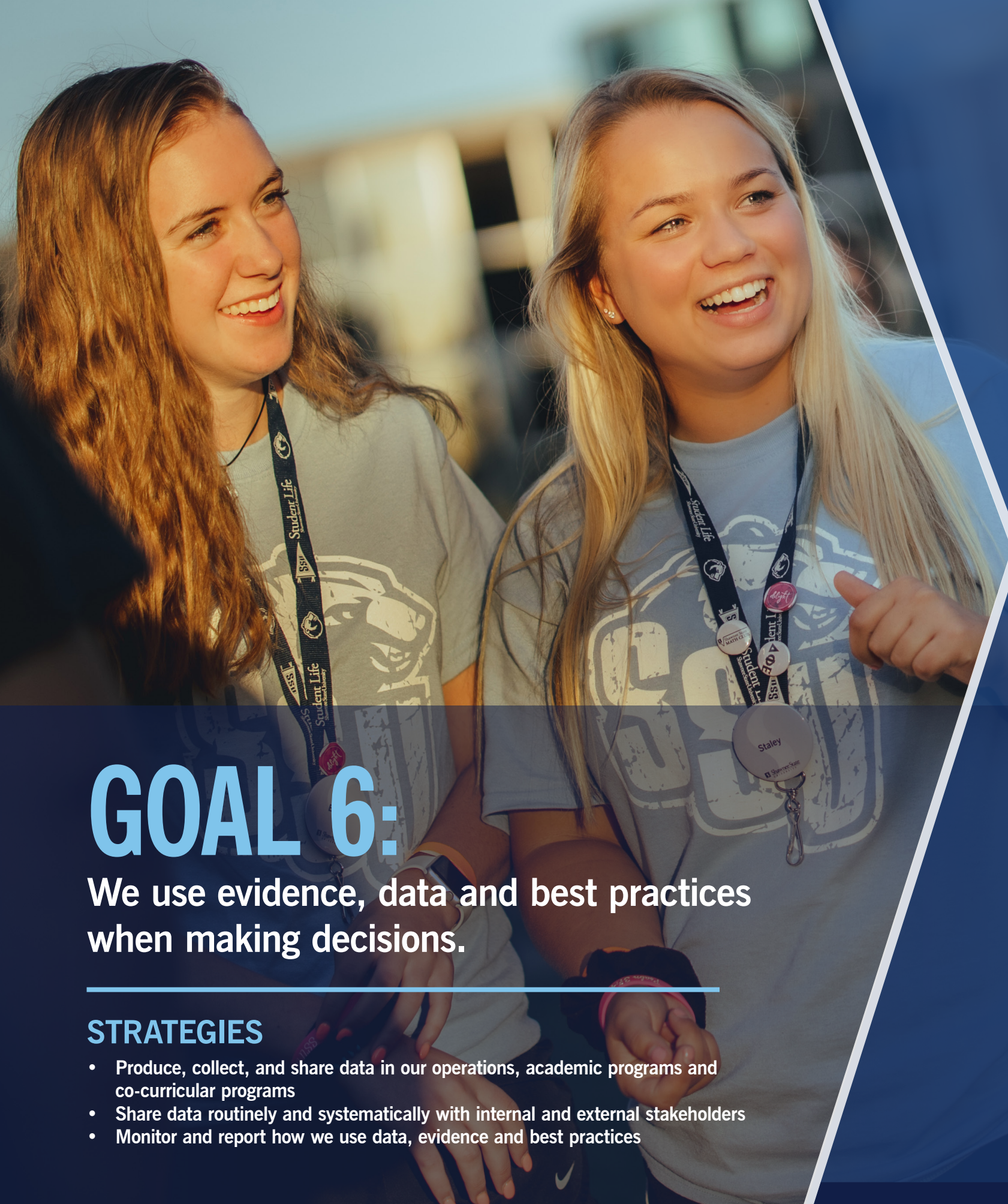
Ongoing

Sustain effective health benefit programs while exploring options that contain future costs

2022 and ongoing

Develop and adopt staffing plans focused on leadership succession, performance and adequate backup for crucial functional areas

2021 and ongoing



GOAL 6:

We use evidence, data and best practices when making decisions.

STRATEGIES

- Produce, collect, and share data in our operations, academic programs and co-curricular programs
- Share data routinely and systematically with internal and external stakeholders
- Monitor and report how we use data, evidence and best practices

TACTICS

Establish a central repository for university data and reporting.

Share academic and other data transparently and regularly.

Use data strategically in decision-making.

PROJECTS

Enable institutional data collection and housing of data in a central repository
2021-2022

Create dashboards for for department chairs/ school directors, deans and others with regularly updated data
2021-2022

Compile records and minutes of meetings and decisions that document uses of data, evidence, policies and practices
Ongoing

Present regular webinars during semesters for sharing data regarding programs, enrollment, etc.
Spring 2021 and Ongoing

Document strategic uses of data
Ongoing



GOAL 7:

We are a diverse community that is equitable and inclusive.

STRATEGIES

- Create a culture where unique backgrounds, perspectives and experiences of our employees and student body are understood and welcomed
- Prioritize diversity, equity and inclusion (DEI) as core institutional values that drive decision-making, resource allocation and development of policies and practices

TACTICS

Establish an Office of Diversity, Equity and Inclusion responsible for planning and implementation of DEI strategies.

Increase diversity among student body, faculty and staff.

Cultivate a campus environment where all students, faculty, staff, alumni and community partners feel welcomed, included and supported.

Provide DEI education and training opportunities to enhance awareness and competency for students, faculty, staff and members of the community.

Develop awareness resources that help promote, educate and celebrate learning differences and neurodiversity of students.

PROJECTS

Hire/appoint DEI Director who will report to the President

July 2021

Establish internal and external DEI advisory boards that report to DEI Director

January 2022

Develop a diversity dashboard for campus (students, faculty, staff) including first-year admissions, retention rates, completion rates for underrepresented groups of students

January 2022

Create and implement an enhanced recruitment plan for minority faculty

January 2022

Create and implement an enhanced recruitment plan for minority staff and add DEI competency to the hiring rubric

January 2022

Create, support and promote clubs and activities designed to enhance inclusion for underrepresented groups

Fall 2021

Design and implement a mentorship program (similar to First Gen) for minority and international students

Fall 2021

Provide clear, cohesive and comprehensive communication regarding diversity, inclusion and equity to all stakeholders

Spring 2022

Implement international student recruitment plan

2021-2022 and Ongoing

Implement diversity recruitment plan

2021-2022

Formalize and implement the Equity Action Plan

Fall 2021

Implement DEI training and competency requirements for faculty and staff with advanced training for police/security in diversity, racial profiling, etc.

Fall 2022

Develop comprehensive resources for faculty to learn, use and evaluate inclusive teaching practices that foster communication, collaboration and relationship building across differences

Fall 2022

Invite students to participate in awareness videos to share their stories and aspects of campus life that contribute to their successful navigation of challenges

Spring 2022

Provide training for RA/Housing to support their programming efforts around understanding diversity through the lens of disability (particularly invisible disabilities)

Fall 2022

Provide resources for faculty to support understanding of student experience of visible and invisible disabilities (learning autism spectrum and mental disorders)

Fall 2022

OUR JOURNEY TO THE FUTURE



1986

SHAWNEE STATE UNIVERSITY WAS CREATED.

Our roots date back to 1945 and include mergers of the former OU-Portsmouth, Scioto Technical College, Shawnee State General and Technical College and Shawnee State Community College.



1990 - 1999

SHAWNEE STATE WAS BUILT.

Facilities including the Morris University Center, James A. Rhodes Athletic Center, Vern Riffe Center for the Arts, Clark Planetarium, Clark Memorial Library and the Children's Learning Center were constructed. SSU Athletics developed with women's basketball winning the NAIA National Championship. Shawnee State conferred its first baccalaureate degrees, beginning with six degrees offered in 1990.



2000 - 2010

SHAWNEE STATE GREW.

Academic programs grew significantly with SSU's first master's degrees added to the more than 70 associate's and baccalaureate degrees offered. The University rebranded itself with new logos, a new mascot, and new targets for enrollment growth. A fall commencement ceremony was added to accommodate student and workforce needs. SSU's game design programs were created and quickly gained national attention. Community support resulted in a \$16 million Poised for Tomorrow campaign. SSU hosted national speakers, including a sitting U.S. President, and even joined its students in the emerging social media world.

2011 - 2020

SHAWNEE STATE PLANNED.

Programs, short-term action projects and initiatives were developed to respond to rapid changes in our environment, student needs and workforce demands. A greater focus was placed on student success, retention, community partnerships and ways to better serve first generation college students, underrepresented student populations, businesses and families. Career-specific and career-responsive degrees that provide flexibility and a strong foundation for life-long learning, were developed or expanded. Shawnee State anticipated future needs and made plans to position itself for future successes.

2015

Shawnee State held community forums where hundreds of faculty, students, staff, families, partners and community members provided input.

2016

SSU adopted a 3-Year Strategic Plan.

2019

SSU completed initiatives outlined in the Strategic Plan, including implementation of a Strategic Enrollment Management Plan, and re-engaged stakeholders.

2020

Planning shifted to immediate response to COVID-19 crisis and the safe return of campus operations. Planning committees updated projects and worked on strategies to bring greater focus to issues of diversity, equity, inclusion and crisis response.

2021 - 2026

SHAWNEE STATE MATURES.

The projects and goals in this five-year strategic plan will build upon the strong foundation of the past to further strengthen Shawnee State and its ability to prepare students for success and improve the quality of life for those who live, work and learn in our community.



2026

SHAWNEE STATE IS 40!

We are resilient, responsive and relevant.



ENROLLMENT TARGETS

ENROLLMENT DATA (2015-2021)

ENROLLMENT GOALS (2022-2026)

	Fall 15	Fall 16	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	Fall 22	Fall 23	Fall 24	Fall 25	Fall 26
Total Student Enrollment	3881	3772	3582	3253	3641	3485	3415	3515	3681	3851	3971	4055
CCP Students	283	238	307	335	485	486	400	450	500	500	500	500
FTIAC	869	864	700	616	808	627	600	700	750	800	800	800
Transfer (Undergrad)	218	175	183	153	195	134	175	200	220	225	225	225
Continuing Students (Undergrad)	2359	2326	2216	1993	1978	2022	1917	1878	1933	2024	2118	2184
Residential Students (Fall Number)	855	888	807	680	688	588	600	675	750	825	825	825
Commuter Students (Fall Number)	3026	2884	2775	2573	2953	2897	2815	2840	2931	3026	3146	3230
# of Students enrolled in Online Programs	0	0	0	0	59	142	200	250	300	400	500	600
# of Traditional Students (age 24 and under)	3142	3147	2986	2782	3115	2961	2732	2812	2944	3081	3177	3244
# of Post-traditional Students (age 25 and older)	739	625	594	471	526	524	683	703	736	770	794	811
# of Hispanic/Latino (H/L)	24	28	24	26	25	13	16	20	25	32	40	50
# of Black or African-American, non-H/L	198	205	170	143	149	118	120	180	200	220	242	266
# of Students from Kentucky	310	326	313	305	339	297	275	300	324	350	378	408
# of Students from West Virginia	12	17	18	17	18	22	20	25	30	35	40	45
# of International Students	50	41	34	30	39	37	40	46	53	61	70	80
# of Student Athletes	208	255	262	339	351	374	375	400	425	425	425	425
# of Graduate Students	152	169	176	156	175	181	190	225	243	262	283	306

KPIS AND GOALS: FIVE YEAR TARGETS

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Persistence	78% ¹	80%	82%	84%	86%	88%
Retention - Overall	65% ²	66%	67%	68%	70%	72%
Retention - Developmental	53% ²	54%	55%	56%	58%	60%
Retention - College Ready	82% ²	82%	82%	83%	84%	85%
Completion (6-year) - Bachelors	31.1%	32%	34%	36%	38%	40%
Completion (6-year) - All	37.7%	40%	42%	45%	47%	50%

Notes: ¹Baseline (Fall 2020 - Spring 2021) // ²Baseline (Fall 2019 - Fall 2020)

