

Institutional Planning White Paper
Shawnee State University
Fall 2006

Planning at Shawnee State University includes a wide variety of activity that happens at the individual, department, unit, and institutional levels. Planning has been and is an integral part of the institutions growth and development over the last two decades. Planning at Shawnee has been linked to the institution's mission and goals. In the fall of 2004, an Office of Institutional Planning was created to coordinate and promote planning activity at Shawnee State.

Higher education planning is often divided into three areas: academic planning; fiscal and resources planning; and campus and facilities planning. At Shawnee State University these three areas of planning have often operated independently. Currently, two institution-wide committees have responsibility for these three areas of planning. The Budget, Academic Quality Improvement and Planning Committee (BAQIP) oversees the strategic plan, coordinates participation in the AQIP accreditation process of the Higher Learning Commission of the North Central Association, and reviews the annual budget. The Facilities Committee provides campus-wide input on facilities issues including planning.

Academic planning includes the long range efforts of proposing, developing, and implementing new programs. A recent survey of academic department enrollment management goals led to the conclusion that Shawnee will need a number of new academic programs in order to meet the enrollment goal of 5300 students. Academic planning also occurs in a shorter time frame with the development of the academic schedule for each term, the staffing of classes, the annual budgeting process, hiring and evaluation of faculty members, and other activities such as grants, assessment and research.

Fiscal and resources planning includes the annual budgeting process, long-term financing of capital projects, and the requirements for record keeping, monitoring and auditing. An important aspect of the budget planning process is the understanding of major revenue and expenditure categories, including planning for fund raising by the Shawnee Development Foundation. The allocation of fiscal and other resources to various departments and programs should be based on measures of success and potential for success.

Campus and facilities planning includes long range efforts such as the current Master Plan process. Shorter term facilities' planning includes maintenance, repair, and renovation planning. Campus facilities must support the mission and programs of Shawnee State and assure that adequate space is available for classrooms, offices and auxiliary activity. Much of the planning around campus and facilities is not visible since it involves infrastructure for utilities, technology, meeting regulatory codes.

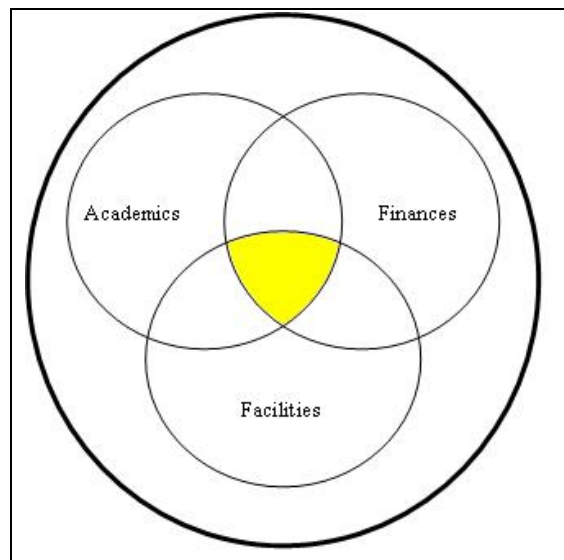
As an AQIP campus, planning takes on a significant role in the accreditation process. Shawnee is expected to be actively involved in planning and continuous improvement activity. AQIP has nine categories which each member institution must address annually. Category eight is titled “Planning for Continuous Improvement” and addresses the following issues:

Category Eight examines the planning processes and how strategies and action plans are helping achieve the mission and vision of the university. It examines processes and systems related to:

- Institutional vision
- Planning
- Strategies and action plans
- Coordination and alignment of strategies and action plans
- Measures and performance projections
- Resource needs
- Faculty, staff, and administrator capabilities
- Measures
- Analysis of performance projections and results
- Improvement efforts

When addressing Category Eight, the three domains of higher education planning must be integrated to successfully meet AQIP’s expectation. The Society of College and University Planners uses the following diagram to illustrate the integration of planning at a university.

The integration of academic, financial and facilities planning is a challenge at any institution, but it also presents a significant opportunity at Shawnee State. The BAQIP Committee is refreshing Shawnee’s Strategic Plan this year. Focusing the strategic planning activity on the areas where the three planning circles intersect, yellow in the diagram, will help Shawnee reach its goals of enrollment growth, improved quality of academic programs and student services, and enhanced community partnerships. For instance, growth to 5300 students has been identified as a goal for Shawnee State. Planning for facilities to accommodate the larger number of students, planning for academic programs to attract more students, and financial planning to maximize financial aid resources can all work together to achieve the enrollment goal.



Effective planning is essential and critical for successful universities in today's competitive and resources constrained environment. Shawnee State University recognizes the importance of planning and is making planning processes central to the way we operate.