

KENNESAW STATE UNIVERSITY STRATEGIC PLAN 2007-2012





Dear Friends of Kennesaw State University:

It is my pleasure to present to you our 2007-2012 Strategic Plan for Kennesaw State University. It provides our community of students, faculty, staff, and administrators with a roadmap to make our bright vision of the future come to fruition.

Kennesaw State has grown from a small junior college planted in rural Cobb County in the 1960s, to Georgia's third-largest university in the booming northwestern suburbs of metropolitan Atlanta. The university is growing not just in numbers of students, but also in the caliber and reputation of its programs and engagement with the community beyond the physical campus, with eyes focused out to the entire world.

This strategic plan outlines our strengths, as well as those areas to which we can — and must — do more to improve the institution. The plan is ambitious and challenging, but Kennesaw State is well-positioned and exceedingly capable to meet the challenges of improving global awareness, technological literacy, diversity, integrity, and lifelong learning.

Please join with me in celebrating our past successes as we pursue our ambitious vision for KSU.

Sincerely,

Daniel S. Papp
President
Kennesaw State University

OUR FOCUS AND INTENT ARE CLEAR.



1

High aspirations, clear focus

Nearly 2,000 people in the Kennesaw State University community played a role in determining the dimensions, direction, content, and cohesiveness of KSU's 2007-2012 Strategic Plan. This plan takes into account the position of the State of Georgia and the University System of Georgia in 2007, and their aspirations for 2012. It acknowledges the strengths, weaknesses, opportunities, and threats, affecting KSU's past, present, and future. The impressive capabilities of KSU's faculty, staff, administration, and students well position the University to achieve the goals of this plan.

KSU's future is exceedingly bright. Every parameter of measurement at KSU is on an upward trajectory. This Strategic Plan reflects the optimism borne of this momentum, and proclaims that KSU is becoming one of the best learning-centered comprehensive universities in the country. Our focus and intent are clear. Our capabilities are strong. Our vision will become reality.

This Strategic Plan replaces KSU's 1997 Strategic Plan. It has been under development for several years, beginning with the administration of then-President Betty L. Siegel and completed under the administration of current President Daniel S. Papp. The plan details ambitious initiatives of the caliber that should be expected and demanded from Kennesaw State University. We will achieve these goals through the talents and tenacity of the Kennesaw State community, and the support of our stakeholders throughout Georgia, the nation, and the world.

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This is our vision.

Kennesaw State University is among the best learning-centered comprehensive universities in the country and is expanding its programs of distinction to meet state and national needs. KSU provides excellent and accessible education, promotes research and scholarship, fosters community engagement, supports intellectual inquiry, and contributes to economic development. KSU alumni are well educated in the liberal arts, leaders in their chosen professions, and engaged citizens whose global awareness and lifelong learning make them visionary leaders for Georgia, the nation, and the world.



ENGAGING THE WORLD



This is our mission.

Kennesaw State University is a comprehensive public university that serves primarily northwest Georgia and Atlanta. With nationally recognized liberal arts, professional, and continuing education programs, KSU offers exemplary disciplinary and interdisciplinary education at the baccalaureate, master's, specialist, and professional doctoral levels. KSU's students prosper in a supportive environment with faculty, staff, and administrators who are vitally engaged in student life. KSU's academic programs are collaborative and creative, emphasizing both the development and application of knowledge. The KSU community values and promotes integrity, global awareness, technological literacy, diversity, and lifelong learning.

KSU's Strengths, Weaknesses, Opportunities, and Threats

A rapidly growing and changing comprehensive state university in the University System of Georgia, KSU enjoys many strengths, has a number of weaknesses, enjoys an array of opportunities, and faces several threats. This analysis details each.

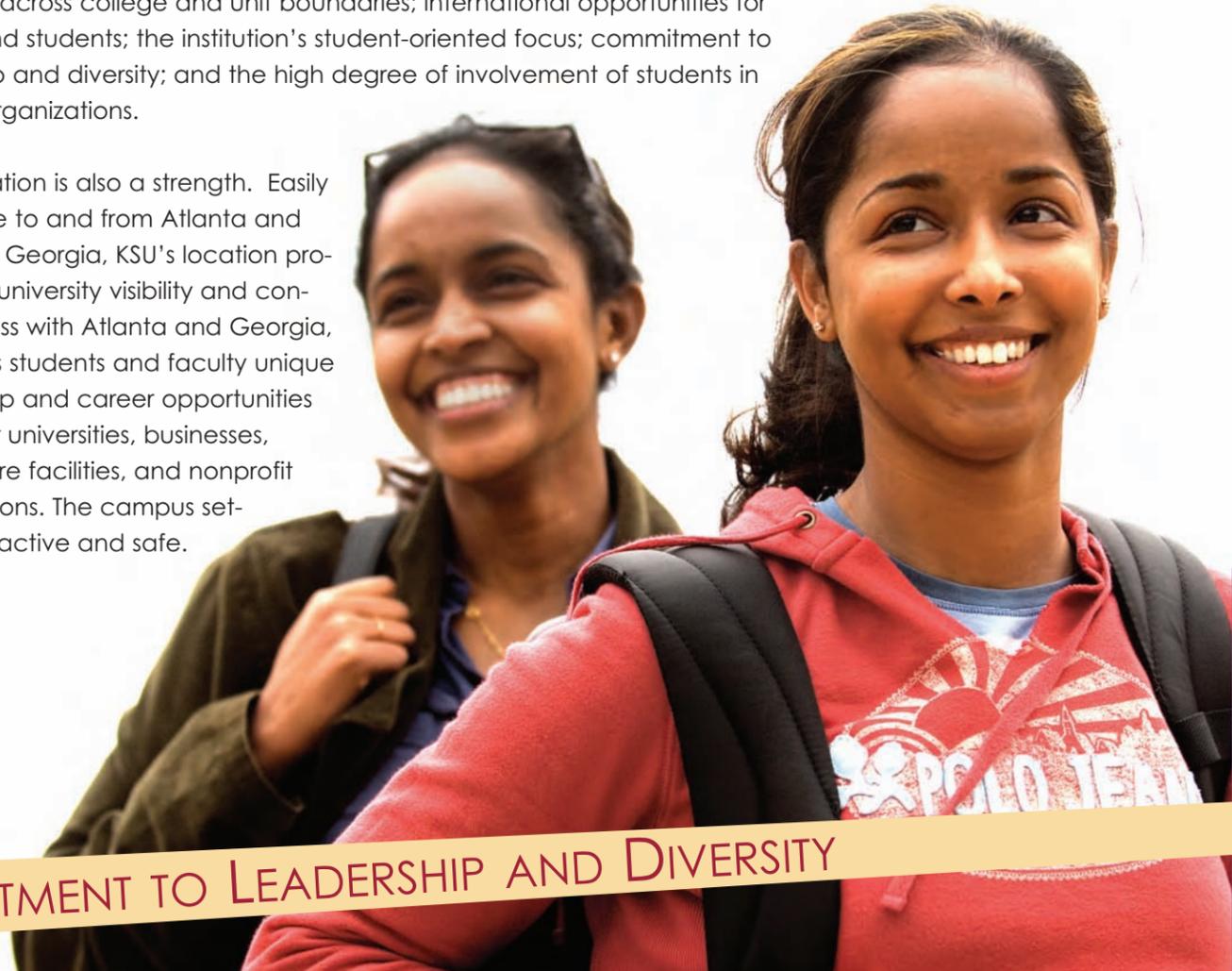
Our strengths



KSU has a high profile and solid reputation because of its highly qualified faculty; accredited and nationally ranked programs; commitment to student success; initiatives for first-year students; and involvement in community service. KSU's reputation is further enhanced by its emphasis on students' access to full-time faculty; its continued investment in technology infrastructure; its entry to Division I athletics; and new campus construction and commitments from the state for future instructional and student facilities.

KSU's program offerings and organizational culture are also strengths because of the market-driven, innovative nature of degree programs; the high degree of collaboration within the institution across college and unit boundaries; international opportunities for faculty and students; the institution's student-oriented focus; commitment to leadership and diversity; and the high degree of involvement of students in student organizations.

KSU's location is also a strength. Easily accessible to and from Atlanta and northwest Georgia, KSU's location provides the university visibility and connectedness with Atlanta and Georgia, and offers students and faculty unique partnership and career opportunities with other universities, businesses, health-care facilities, and nonprofit organizations. The campus setting is attractive and safe.



COMMITMENT TO LEADERSHIP AND DIVERSITY



KSU's Strengths, Weaknesses, Opportunities, and Threats

Our weaknesses

In some quarters, KSU is still perceived as a two-year college. KSU's low brand recognition is accentuated by shortfalls in classrooms, laboratories, and offices; insufficient playing fields and recreation opportunities for intramurals, club sports, and general activities; and inadequate meeting and event space for students and faculty. At the same time, local traffic patterns and flows make movement on and around KSU difficult. Lack of convenient parking also creates problems.

Also, insufficient funding for maintenance has led to a deterioration of KSU's physical infrastructure as many facilities have not been regularly repaired or replaced. Similarly, many internal systems, processes, and policies have not been updated to reflect the changing nature, size, and demands of the student population. Many services are unavailable after 5 p.m. and on weekends; planning processes are short-term and ad-hoc; communication and strategic marketing practices are often inadequate; limited avenues, mechanisms, and rewards exist for interdisciplinary work; no central information system exists; too little emphasis on generating funds from outside sources is present; the institution often competes directly with sister institutions for resources; and the institution rarely presents its case successfully for additional funds at the state government level.

KSU also has lower faculty and staff salaries, heavier workloads, and higher student-to-faculty and student-to-staff ratios than many peer institutions. This problem lowers faculty and staff morale; renders more difficult the hiring and retention of faculty and staff; and complicates efforts to diversify faculty and staff. Other weaknesses include low student graduation rates and insufficient student scholarship funds.



KSU's Strengths, Weaknesses, Opportunities, and Threats

7 Our opportunities

KSU can address many of its weaknesses by taking advantage of opportunities to increase its resources through development, sponsored programs, alumni giving, and faculty and staff giving. In addition, KSU must build political support with the government of Georgia and the Board of Regents.

KSU's location provides many opportunities for partnerships with business, industry, community organizations, and traditional and nontraditional student populations. KSU has opportunities for creative land acquisitions and off-site facility development to accommodate student demand. Growth opportunities also exist in study abroad programs, international partnerships, cross-college interdisciplinary programs, cross-institutional partnerships, online courses and programs, and implementation of more programs and services that meet the needs and schedules of nontraditional students.

Opportunities also exist in specific program areas. Additional graduate programs are necessary to meet the needs of the highly educated Atlanta population, specific employers, the state, and the nation. KSU has the opportunity to leverage demand in professions such as nursing and teacher education.

KSU also must plan its growth better; improve student/faculty ratios; increase diversity; improve customer service across all units; enhance relationships with alumni and surrounding communities; and expand its emphasis on recruiting the best and brightest students, staff, and faculty.



KSU's Strengths, Weaknesses, Opportunities, and Threats

8 Our threats

Low salaries and salary compression make KSU less competitive in recruiting faculty and staff in a competitive job market. Traffic congestion is also a threat, making KSU less accessible and desirable to many students. Traffic patterns on and off campus also make egress from campus difficult. Increasing population in the area has also affected public safety concerns. KSU's low funding levels relative to other USG institutions is also perceived as a threat.

Synopsis

Despite challenges and threats, Kennesaw State is an institution that has significant strengths and a variety of opportunities. If it leverages its strengths and takes advantage of its opportunities to the fullest extent possible, KSU will overcome its weaknesses, surmount its challenges, and become what its vision statement says it will be: one of the best learning-centered comprehensive universities in the nation.





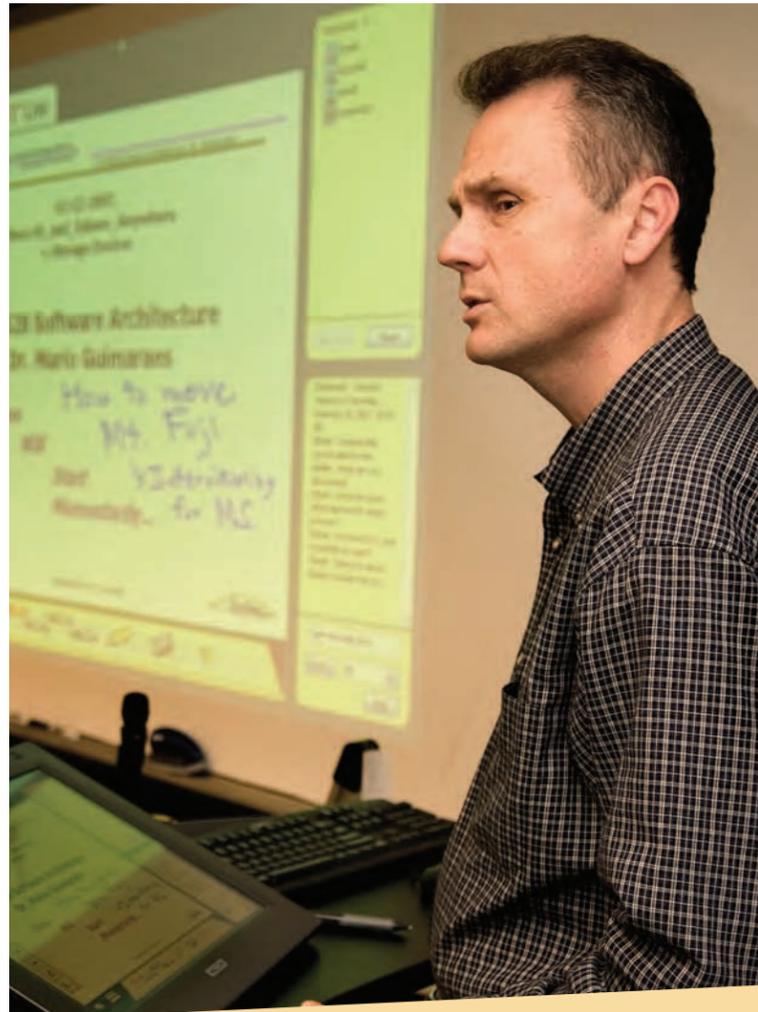
A path to the future: our goals and action steps

► Goal 1

To enhance and expand academic programs and delivery

► Action Steps

1. Decrease student/faculty ratio from 27:1 to 25:1.
2. Implement fully the Global Learning Quality Enhancement Plan required by SACS for re-accreditation.
3. Enhance the quality and quantity of technology for teaching, research, and scholarship.
4. Ensure that support for faculty and staff professional development is at 1 percent of KSU's personnel expenditures.
5. Increase by 25 percent over five years on-site and online library holdings.
6. Ensure that faculty and staff salaries and benefits are competitive with appropriate peers.



7. Require each academic and operational unit to develop and implement a strategic plan — including the identification of interdisciplinary programs — that is aligned with the University's strategic plan.
8. Add degree programs that are strategically important to the local community, to Georgia, and to the nation at both the undergraduate and graduate levels.
9. Review and modify as necessary the general education curriculum and each degree program to assure continued relevance to the needs and interests of students, the state, and the nation.
10. Increase the proportion of courses and programs that are offered off-site and online.
11. Realign KSU's strategic marketing to emphasize academic quality, faculty and student success, and university strengths.



Our goals and action steps

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► Goal 2

To improve retention, progression, and graduation rates while maintaining high quality

► Action Steps

1. Institute mandatory advising through 60 credit hours.
2. Develop and implement a multi-year plan to increase admission standards.
3. Assess, support, and implement best-practice teaching strategies for learner-centered teaching.
4. Implement and publicize course planning three semesters into the future.
5. Increase percentage of students participating in Student Life activities by 5 percent per year.
6. Decrease student/staff ratio.
7. Develop an early identification, intervention, and tutoring system to assist at-risk students.
8. Increase funding for programs in which faculty directly mentor students.
9. Increase merit-based and need-based financial aid.
10. Refine the registration process to maximize class availability.



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Our goals and action steps



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► Goal 3

To expand campus resources and enhance campus infrastructure

► Action Steps

1. Enhance campus infrastructure and increase campus capacity to accommodate from 20,000 to 30,000 students while maintaining adequate green space.
2. Implement a five-year comprehensive capital campaign.
3. Work with the University System Office and Board of Regents to raise KSU's funding level to the average state allocation per FTE within the comprehensive university sector.
4. Develop and implement a five-year phased program to expand and modernize technology.
5. Increase availability of parking.
6. Improve traffic flow by developing a campus transportation system, utilizing off-campus parking sites, and collaborating with the Georgia Department of Transportation.
7. Increase resources for strategic marketing.
8. Increase efficiency of use of current campus infrastructure by instituting a cross-campus calendar.
9. Increase funds brought to KSU through grants, contracts, and alumni giving by at least 10 percent per year.

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Our goals and action steps



► Goal 4

To enhance student life activities and prepare students to be leaders

► Action Steps



1. Increase percentage of students participating in cocurricular community service and engagement activities.
2. Increase student participation in study abroad programs by 5 percent per year.
3. Increase percentage of students participating in intercultural learning and understanding programs.
4. Increase percentage of students participating in internships, cooperative programs, and other career exploration opportunities.
5. Increase percentage of students in KSU honors programs.

6. Increase percentage of students involved in cocurricular cultural and artistic activities.
7. Increase percentage of students participating in intramurals, club sports, and intercollegiate athletics.
8. Create a high achievement leadership program.
9. Create a collaborative program for faculty/student community action activities.
10. Establish a student-mentoring program that utilizes the expertise of alumni, business, and community leaders.



Our goals and action steps



► Goal 5

To improve service, strengthen accountability, and establish a stronger sense of community

► Action Steps

1. Enhance the effectiveness of KSU's Assurance of Learning program to improve student learning outcomes.
2. Expand hours of operation for food service, IT support, and other student support services to align with seven-day and evening operations.
3. Establish a campus-wide calendar for scheduling classes, faculty and staff meetings, student organizations, special events, and other activities.
4. Assess, refine, and implement review systems for personnel, program, and processes to assure accountability.
5. Increase opportunities and funding for staff training.
6. Improve internal and external communication between and among academic departments and operational units.
7. Increase funding for upkeep of facilities, to include increasing the number of personnel.
8. Institute and support programs to reduce the frequency of conflict and to resolve it at the lowest possible level.
9. Create a campus culture that assures an appreciation of diversity and ethical behavior as an integral part of the KSU experience.



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