



Approved by the
Park University
Board of Trustees
on
October 10, 2003

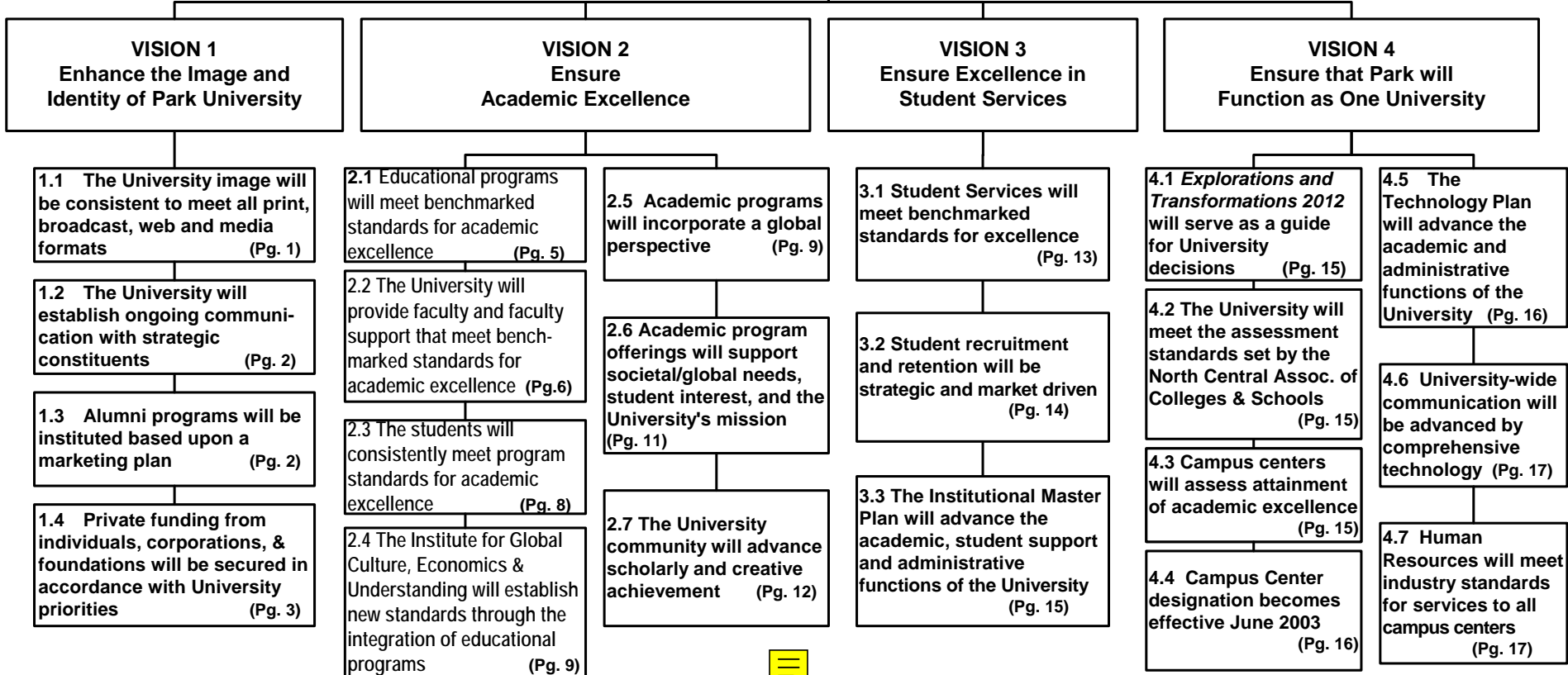
Vision Statement
Park University will be a renowned international leader in providing innovative educational opportunities for learners within the global society.

Mission Statement
The mission of Park University, an entrepreneurial institution of learning, is to provide access to academic excellence which will prepare learners to think critically, communicate effectively and engage in lifelong learning while serving a global community.

- Core Values**
- ♦ Commitment to commonalities & differences
 - ♦ Commitment to Community among all peoples of the world
 - ♦ Commitment to lifelong learning

Motto
"Fides et Labor"

Goals & Objectives: Accomplishing the Vision and Mission of Park University.





Park University

Explorations & Transformations 2012

Access to Excellence

ACCESS TO EXCELLENCE

Visions	Standards of Excellence	Explorations	Responsible Person(s) (See Page 18 for abbreviation key)	Time-line	Transformations
1. Enhance the Image & Identity of Park University	1.1 The University image will be consistent to meet all print, broadcast, web and media formats	1.1.1 Implement a consistent image and brand identity.	VPUA AVPC	FY04	<ul style="list-style-type: none"> 100% compliance with all print and media standards in all programs on all campuses. Promote new mission and vision statements to all Park constituencies.
		1.1.2 Implement consistent signage at every campus across the country.	VPUA VPFA AVPC; VPDL	FY05	<ul style="list-style-type: none"> All new Park signage must be pre-approved by AVPC for branding standards
		1.1.3 Increase the recognition of the university as demonstrated by increased enrollment and increased private giving.	VPUA AVPC	FY06	<ul style="list-style-type: none"> Goals as outlined for enrollment and giving are met each year Increase the number of external partnerships
		1.1.4 Develop and implement a strategy to market and solicit broad support for university-wide activities and events.	VPUA AVPC VPDL PROVOST	FY04-12	<ul style="list-style-type: none"> During FY 2003-04, involve five new corporations or businesses with Park University Each fiscal year, increase both the number of companies and friends who give to or volunteer with the University Annually build Advisory Board with various constituents from the community: alumni, non-alumni, faculty, staff & students Initiate a Board of Visitors In conjunction with Academic Affairs, create advisory boards for specific academic areas Create advisory board for Alumniad
		1.1.5 Develop strategies to capitalize on the University's strengths and market characteristics.	VPUA AVPC VPDL	FY04 FY05	<ul style="list-style-type: none"> Fifteen non-paid media stories reported in the Kansas City area FY05 Five non-paid media awareness pieces printed for five campuses not in the Kansas City area in FY05

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	1.2 The University will establish ongoing communication with strategic constituents	1.2.1 Institute a student learner marketing plan.	VPUA AVPC	FY03 (Establish plans) FY04 (Implement plans)	<ul style="list-style-type: none"> Annual student learner marketing plan implemented FY04 See 3.2.1
		1.2.2 Institute a military relations plan.	VPUA VPDL	FY06	<ul style="list-style-type: none"> Increase the visibility and identity of Park at military installations Expand number of Campus Centers on military installations Increase current graduate and alumni awareness of alumni programs
		1.2.3 Institute a comprehensive communication plan	VPUA AVPC	FY04	<ul style="list-style-type: none"> Annual plan implemented FY04
	1.3 Alumni programs will be instituted based upon a marketing plan	1.3.1 Staff and convert to a state-of-the-art alumni and donor database.	VPUA DAR	Begin FY03 FY04-12	<ul style="list-style-type: none"> First-time alumni participation increased by 10 percent, former participation rate remains the same Staff trained to use software system Data mining and prospect research started Database corrections and updates with respect to contact information and student activities made for a minimum of 80 percent of the records
		1.3.2 Survey alumni of record.	DAR	Each year beginning FY04	<ul style="list-style-type: none"> Survey developed Plan created for annual surveys to segments of the alumni based upon reunion classes, until the entire database has been reached Program based upon survey results
		1.3.3 Develop an interactive communication system for alumni.	VPUA	FY03 FY04 FY05 FY05 FY06	<ul style="list-style-type: none"> Planet Alumni installed Directory program for alumni created Web pages for reunion groups created Web pages for alumni clubs created Web pages for alumni travel programs created
		1.3.4 Develop and implement alumni programs that result in involvement of alumni groups.	VPUA	FY05	<ul style="list-style-type: none"> Programs created to meet alumni interested, based upon survey results
		1.3.5 Develop an interactive website for alumni and friends of the University.	VPUA	FY04	<ul style="list-style-type: none"> See 1.3.3

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		1.3.6 Develop and implement ten regional alumni chapters.	VPUA	FY03-06	<ul style="list-style-type: none"> • Three programs implemented FY04 • Three more programs implemented FY05 • Four more programs implemented FY06
		1.3.7 Develop and implement five premier alumni programs.	VPUA	FY03-08	<ul style="list-style-type: none"> • One program implemented FY04 • One more program implemented FY05 • One more program implemented FY06 • One more program implemented FY07 • One more program implemented FY08
		1.3.8 Develop an alumni facility on the Parkville campus.	VPFA VPUA	FY03	<ul style="list-style-type: none"> • Renovate Park House to serve as alumni offices – Completed June 2003
	1.4 Private funding from individuals, corporations, & foundations will be secured in accordance with University priorities	1.4.1 Develop a fully staffed comprehensive Advancement office to support the implementation of a transformational campaign.	VPUA	FY03*	<ul style="list-style-type: none"> • Total dollars increased each year by 10 percent • Total number of donors increased each year by 10 percent
		1.4.2 Conduct a feasibility study for future fundraising campaigns.	VPUA	FY04	<ul style="list-style-type: none"> • Feasibility study completed by January 2004
		1.4.3 Increase annual giving by 10% per year with a goal of \$1M/year by 2012.	VPUA	FY12	<ul style="list-style-type: none"> • FY04 goal: \$350,000 • FY05 goal: \$400,000 • FY06 goal: \$450,000 • FY07 goal: \$500,000 • FY08 goal: \$550,000 • FY09 goal: \$600,000 • FY10 goal: \$700,000 • FY11 goal: \$800,000 • FY12 goal: \$1,000,000
		1.4.4 Organize and implement a comprehensive fundraising campaign to fund the initiatives of <i>Explorations & Transformations 2012</i> .	VPUA	FY02-12	<ul style="list-style-type: none"> • Volunteer leadership recruited by January 2004 • Campaign goal determined based upon feasibility study • Quiet phase initiated by September 2004 • Public phase initiated when 50 percent of goal raised in quiet phase

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		1.4.5 Endow a Presidential Honors Scholarship fund at \$5M to recruit and retain students.	VPUA	FY12	<ul style="list-style-type: none"> • Prospect list developed FY04 • Prospects cultivated and solicited FY04-12
		1.4.6 Develop a world-class performing arts center on the Parkville campus.	VPFA/VPUA PROVOST	FY08	<ul style="list-style-type: none"> • Facility plan developed to schematics with cost estimates FY04 • Prospect list developed FY04 • Prospects cultivated and solicited FY04-12
		1.4.7 Endow the Hauptmann School of Public Affairs for \$3,000,000 which includes \$257,000 for faculty chair.	VPUA	FY12	<ul style="list-style-type: none"> • Prospect list developed FY04 • Prospects cultivated and solicited FY04-12
		1.4.8 Develop a state-of-the-art plan for all commercial development for underground properties located on the Parkville campus	VPFA	FY05	<ul style="list-style-type: none"> • Architectural plan to schematics (Frown & Company)
		1.4.9 Develop a state-of-the-art plan for university development in the underground on the Parkville campus	VPFA	FY05	<ul style="list-style-type: none"> • State-of-the-art 75,000 sq. ft. academic space

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2. Ensure Academic Excellence	2.1 Educational programs will meet benchmarked standards for academic excellence	2.1.1 Benchmark for best practices in program delivery.	PROVOST VPDL DEANS	FY04* FY05* FY06*	<ul style="list-style-type: none"> • Best practices for achieving excellence in program delivery are identified • A process and database are created to collect relevant information about Park for benchmarking. Examples include: <ul style="list-style-type: none"> ○ Grade Point Averages ○ Graduation rate ○ Number of students receiving external academic honors/scholarships/fellowships ○ Number of students applying for/gaining admission to graduate or professional school ○ Performance on standardized exams (e.g. GRE, GMAT, licensure exams) ○ Number of graduates gaining employment in chosen profession within the first year of job pursuit • Relevant information is being captured in the database • Appropriate best practices are implemented and evaluated in at least 50% of the academic programs • Appropriate best practices are implemented and evaluated in 100% of the academic programs
		2.1.2 Restructure academic affairs.	PROVOST VPDL	FY04	<ul style="list-style-type: none"> • A new structure is implemented
		2.1.3 Hire a Dean of Graduate and Professional Studies.	PROVOST	FY03	<ul style="list-style-type: none"> • The Dean is hired
		2.1.4 Review admission and graduation requirements for academic programs.	PROVOST VPDL DEANS FAC	FY04*	<ul style="list-style-type: none"> • An evaluation report from each School is completed • Recommendations for new standards have been processed for approval and implementation
		2.1.5 Update and implement the University's academic assessment plan to meet the standards of the North Central Association for Colleges and Schools.	PROVOST VPDL DEANS FAC	FY04*	<ul style="list-style-type: none"> • A University-wide Academic Assessment Plan (AAP) is developed (see 4.2.1). • Documentation shows that all academic areas are following their AAP
		2.1.6 Provide appropriate technology for faculty to advance excellence in teaching.	PROVOST VPDL DEANS	FY04*	<ul style="list-style-type: none"> • Needs are determined via a technology audit (see 4.5.1). • Identified needs are being provided

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		2.1.7 Provide the library resources needed for academic excellence at all Campus Centers and for Online programs.	PROVOST VPDL DIRECTOR OF LIBRARY	FY04*	<ul style="list-style-type: none"> Library resource needs are determined via surveys and benchmarking A plan for providing identified needs is completed The library resource plan is budgeted and followed
		2.1.8 Provide academic enrichment initiatives.	PROVOST VPDL VPSS DEANS	FY04* FY05* FY04*	<ul style="list-style-type: none"> Effective programs of academic enrichment are being maintained New initiatives such as a Supplemental Instruction Program and Living-Learning Communities are planned and implemented strategically All enrichment programs are evaluated to document effectiveness
		2.1.9 Create a C.E.T.L. Center to provide technology training for faculty and assistance with best practices in teaching (both face-to-face and Online).	PROVOST VPDL DEANS FAC	FY04 FY05*	<ul style="list-style-type: none"> C.E.T.L. Center is planned C.E. T.L. Center is implemented Center activities are evaluated to document effectiveness
		2.1.10 Include the scholarship of teaching in the University's Research Support Plan (see 2.7.1) with credit toward tenure and promotion.	PROVOST VPDL DEANS FAC	FY04	<ul style="list-style-type: none"> Language defining the scholarship of teaching, is added to the University's policies for obtaining tenure and promotion. Scholarly activity related to the teaching of a discipline is considered in the tenure and promotion approval process
	2.2 The University will provide faculty and faculty support that meet benchmarked standards for academic excellence	2.2.1 Develop and implement a Faculty Recruitment Plan.	PROVOST VPDL DEANS FAC	FY04*	<ul style="list-style-type: none"> Faculty recruitment initiatives are identified via benchmarking A plan for implementing selected recruitment initiatives is developed The faculty recruitment plan is followed The initiatives of the faculty recruitment plan are evaluated each year for effectiveness
		2.2.2 Increase the percentage of full-time faculty with terminal degrees.	PROVOST VPDL DEANS FAC	FY04*	<ul style="list-style-type: none"> 55% by 2004 60% by 2008 65% by 2010 70% by 2012

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		2.2.8 Increase the number of faculty who participate in student study abroad programs, faculty exchange and/or other international programs.	PROVOST DGPS DEANS DIR/INTL ED FAC	FY04* FY05* FY04*	<ul style="list-style-type: none"> • Baseline data for faculty participation in such activities are collected and maintained in a Faculty Profile Database • Target exchange programs are implemented by 2005 and by 2012 <ul style="list-style-type: none"> ○ Two short-term international exchange programs for faculty by 2005 and four programs by 2012 • The University is funding at least one faculty member's participation in the Globe Program
	2.3 The students will consistently meet program standards for academic excellence	2.3.1 Increase the academic preparedness of first-time freshmen.	PROVOST DEANS FAC	FY12	Elevate the average GPA of first-time freshmen to: <ul style="list-style-type: none"> • 3.1 by 2004 • 3.25 by 2008 • 3.4 by 2012 • Raise the average ACT score of entering freshmen in 16-week programs to at least 22 by FY05 and maintain or increase that level of preparedness in future years.
		2.3.2 Increase the academic preparedness of transfer students.	PROVOST DEANS FACULTY	FY04*	Elevate the average GPA of entering transfer students for 16 week programs to: <ul style="list-style-type: none"> • 3.1 GPA by 2004 • 3.3 GPA by 2008 • 3.5 GPA by 2012
		2.3.3 Review and revise academic advising process.	PROVOST DEANS; FACULTY	FY04*	<ul style="list-style-type: none"> • Academic advising is evaluated annually • Evaluation data are used to improve the process
		2.3.4 Document that students achieve program competencies prior to graduation.	PROVOST DGPS DEANS FACULTY	FY04* FY05* FY05*	<ul style="list-style-type: none"> • Competencies are identified for each academic program and communicated to all (Program competencies are part of the University's Academic Assessment Plan) • Comprehensive assessments are conducted by faculty to evaluate student mastery of program competencies prior to graduation (e.g. a portfolio, comprehensive exam, senior capstone course/project) • Students demonstrate mastery of program competencies before receiving a degree

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		2.3.5 Document the professional accomplishments of alumni as a measure of academic preparedness.	PROVOST VPDL; VPUA VPSS DGPS DEANS FACULTY	FY04 FY05*	<ul style="list-style-type: none"> • A process and database are created to capture alumni accomplishments • Data are collected • A report of the employment/professional success of targeted alumni is completed
	2.4 The Institute for Global Culture, Economics & Understanding will establish new standards through the integration of educational programs	2.4.1 Create a Center for Global Music.	PRESIDENT PROVOST DEANS	FY04	<ul style="list-style-type: none"> • Center for Global Music is established. <ul style="list-style-type: none"> ○ An internationally renowned musician is hired
		2.4.2 Create a Youth Conservatory for Music (for youth ages 6-18).	PROVOST	FY04*	<ul style="list-style-type: none"> • Director for the Youth Conservatory for Music is hired • School is planned and established
		2.4.3 Create a Center for International Business and Management.	VPFA	FY05*	<ul style="list-style-type: none"> • Director is hired • Center is planned and established
		2.4.4 Create a Center for Global Understanding.		FY05*	<ul style="list-style-type: none"> • Director is hired • Center is planned and established
		2.4.5 Create an Entrepreneurial Center for Excellence.		FY05	<ul style="list-style-type: none"> • Hire a professor of entrepreneurship • Center for Entrepreneurial Excellence is established
	2.5 Academic programs will incorporate a global perspective	2.5.1 Increase the number of majors and minors with an international focus.	PROVOST DGPS DEANS DIR/INTL ED FACULTY	FY05* FY08* FY12*	<ul style="list-style-type: none"> • Two additional majors and two minors added by 2005 • Two additional majors and two minors added by 2008 • Two additional majors and two minors added by 2012

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		2.5.2 Integrate globalization into the curriculum and into course requirements for graduation.	PROVOST DGPS DEANS DIR/INTL ED	FY05* FY04* FY05*	<ul style="list-style-type: none"> • One General Education course and One Liberal Learning course with an international focus are added to the graduation requirement by 2005 • Two new courses with a global perspective are added to the curriculum by 2005 (Online and face-to-face) • An English as a Second Language (ESL) Program is developed and piloted by FY04 • An ESL Program is fully implemented by 2004-2005
		2.5.3 Create a Visiting Global Scholars Program to bring international teachers/researchers/artists to teach face-to-face and Online and to collaborate with resident faculty.	PROVOST DGPS DEANS DIR/INTL ED	FY06 FY07	<ul style="list-style-type: none"> • Two international visiting scholars teach at Park University each year, beginning in 2006 • A Host Family Program is developed for visiting international teachers/researchers/artists • An endowed chair is established
		2.5.4 Become a leader in innovative delivery models of international/global education.	PROVOST DGPS DEANS DIR/INTL ED	FY05*	<ul style="list-style-type: none"> • At least one new partnership is developed each year that will expand the University's study abroad and other international programs <ul style="list-style-type: none"> ◦ 40 students or more participate in study abroad programs by 2005 ◦ At least two summer programs are taught by 2005 ◦ 100 students or more participate in study abroad by 2012 • New co-curricular programs are developed to increase students' international experience on Campus Centers (where permissible) <ul style="list-style-type: none"> ◦ A partnership is developed with KC Chamber of Commerce for hosting the Yourth World Trade Center at Park University • Language immersion study is provided by 2006
		2.5.5 Conduct annually a Conference on Global Solutions.	PROVOST DEANS DIR/INTL ED	FY04 FY05*	<ul style="list-style-type: none"> • Conference is planned to promote multicultural, multinational awareness in the resolution of global challenges • Conference occurs beginning in 2004-2005

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		2.5.6 Increase student international/global experience via co-curricular programs on Campus Centers (where permissible).	PROVOST DEANS DIR/INTL ED FACULTY	FY04*	<ul style="list-style-type: none"> • New co-curricular programs are developed and implemented where permissible
	2.6 Academic program offerings will support societal/global needs, student interest, and the University's mission	2.6.1 Grow existing and new programs through strategic planning and curricular development.	PROVOST VPDL DGPS DEANS	FY04-12	<ul style="list-style-type: none"> • Environmental scanning is conducted annually to identify programs that are much needed by society • Benchmarking with current and target peer institutions is conducted annually • A review process for existing academic programs is followed annually to determine where resources are most needed • An academic/business plan is completed for each program opportunity <ul style="list-style-type: none"> ○ At least one <u>existing undergraduate</u> program is expanded annually (e.g the Bachelor's of Music program) ○ A proposal for at least one <u>new undergraduate</u> program is submitted annually for North Central approval (e.g. the Bachelor's of Social Work) ○ At least one <u>existing graduate</u> program is expanded annually (e.g. new areas of specialization within degree programs, new certificate programs) ○ A proposal for at least one <u>new graduate</u> program is submitted annually for North Central approval (e.g. a Masters' in Communication) • A University plan is completed that prioritizes program opportunities according to institutional mission, resources and program growth potential
		2.6.2 Develop new Campus Centers for Undergraduate and Graduate programs.	PROVOST VPDL DGPS	FY04 FY04 FY05 FY05	<ul style="list-style-type: none"> • Randolph Air Force Base • Charleston Air Force Base • Santa Teresa, NM Center • Downtown KC Graduate Center

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		2.6.3 Establish a Professional Development Institute for Lifelong Learning.	PROVOST VPDL DGPS DEANS	FY04-12	<ul style="list-style-type: none"> • An Executive Director for the Professional Development Institute (PDI) is hired • The PDI is established • Programs/conferences are developed that grant Continuing Education credit from Park University to serve the community, to increase the visibility of the University and to recruit students into degree programs
		2.6.4 Establish new external academic partnerships.	PROVOST VPDL DGPS DEANS FACULTY	FY05-12	<ul style="list-style-type: none"> • New external academic partnerships/grants are developed that contribute directly to program quality, program growth and the advancement of the University's reputation for academic excellence <ul style="list-style-type: none"> ○ Target number is one new partnership/grant annually that will match institutional/external resources with program strengths and opportunities (e.g. establish a grant-based partnership to fund the development of a simulated moon base/space station in the underground that will replicate a living environment in space for research, community, and school academic program opportunities).
	2.7 The University community will advance scholarly and creative achievement	2.7.1 Develop and implement a Faculty Research Support Plan.	PROVOST VPDL DGPS DEANS FACULTY	FY04 FY05 FY09* FY05*	<ul style="list-style-type: none"> • Plan is developed for leveraging institutional resources to obtain external funding for scholarly/creative activity in all disciplines of the University, especially those where graduate programs exist <ul style="list-style-type: none"> ○ \$50,000 is provided on a competitive basis for faculty research/creative arts by FY05 ○ \$100,000 is provided on a competitive basis for faculty research/creative arts by FY09 • A Research Time Program is implemented for faculty to be awarded assigned time (on a competitive basis) for scholarly/creative activity • A Sponsored Research Office is planned and budgeted for FY05 • A Pre-Award Specialist is hired by 2005
		2.7.2 Develop and implement a Grow Your Own Program to support the completion of faculty/staff doctorate degrees.	PROVOST VPDL	FY05 FY05*	<ul style="list-style-type: none"> • The program is developed and included in the FY05 budget • The program is implemented and expanded over time <ul style="list-style-type: none"> ○ Tuition provided for three faculty who are selected on a competitive basis to pursue doctoral coursework ○ Assigned time is provided for five faculty to finish writing their dissertations

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		2.7.3 Develop the Park University Lecture Series and Concert Series to draw regional as well as national attendance.	PROVOST DGPS LECTURE SERIES COORDINATOR	FY04-12	<ul style="list-style-type: none"> • Distinguished guest lectures/performances from nationally/internationally recognized scholars/artists are planned and delivered annually beginning in 2004 • Lectures and performances draw regional and national attendance • External support is obtained to support lectures and performances
		2.7.4 Enhance the University's Honors Program.	PROVOST DEANS DIR/Honors Program	FY04-12	<ul style="list-style-type: none"> • The number of students in the Honors Program is increased each year • The number of faculty serving as mentors in the program is increased each year • The Honors Program is expanded to include first-time freshmen • The number of external academic awards/honors for students in the Honors Program is increased each year
		2.7.5 Provide funding for Graduate Assistantships.	PROVOST DGPS	FY04 FY07 FY10 FY13	<p>The target numbers of assistantships awarded each year are:</p> <ul style="list-style-type: none"> • 2 assistantships • 4 assistantships • 8 assistantships • 10 assistantships
3. Ensure Excellence in Student Services	3.1 Student Services will meet benchmarked standards for excellence	3.1.1 Conduct a benchmark analysis to identify best practices.	VPSS VPDL VPFA DIR/ITS	FY03 FY05-12	<ul style="list-style-type: none"> • Assessment of existing student services is conducted <ul style="list-style-type: none"> ○ Academic support (outside the classroom) ○ Athletics ○ Health/Counseling Services ○ Social/Cultural support ○ Residents Life Program ○ Student employment support ○ Career services ○ Registrar ○ Student Financial Services ○ Accounting • Implementation of best practices

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	3.3 The Institutional Master Plan will advance the academic, student support and administrative functions of the University	3.3.1 Conduct Needs Analysis of University's infrastructure. <i>Institutional Master Plan is based on:</i> <ul style="list-style-type: none"> • Academic needs analysis • Student life needs analysis • Administrative needs analysis 	VPFA VPDL PROVOST	FY05 FY06 FY05	<ul style="list-style-type: none"> • Analysis is completed • Results are analyzed • Needs are prioritized • A Plan is developed for all campuses to have campus life space that will unify all students and the community at that campus • Classrooms are improved to an acceptable level at all campuses (e.g. adult seating, white boards, internet access, faculty stations, faculty technology) as permissible • "Smart Classrooms" implemented
4. Ensure that Park will function as One University	4.1 Explorations & Transformations 2012 will serve as a guide for University decisions	4.1.1 Charge a Visioning & Planning Committee with oversight of the <i>E & T 2012</i> implementation, annual evaluation, adjustment and progress reporting.	PRESIDENT	FY04	<ul style="list-style-type: none"> • Decisions made from curriculum to budgeting are guided by <i>Explorations & Transformations 2012</i> • Evaluation conducted annually
		4.1.2 Complete the Self-Study Report for the North Central Association of Colleges & Schools and connect the report with the <i>E & T 2012</i> document and implementation.	PRESIDENT	FY04	<ul style="list-style-type: none"> • The Self Study Report for the North Central Association of Colleges and Schools is completed by January 2005 • The Self Study Report incorporates the <i>E & T 2012</i> as evidence of institutional visioning, planning and strategic action
	4.2 The University will meet the assessment standards set by the North Central Association of Colleges & Schools	4.2.1 Ensure that appropriate assessments are implemented for all programs and services.	EXEC STAFF	FY04 FY05	<ul style="list-style-type: none"> • Assessments are planned/updated and implemented • 2005 institutional accreditation review is successful (See also 2.1.5)
	4.3 Campus Centers will assess attainment of academic excellence	4.3.1 Campus Centers will assess attainment of academic excellence.	PROVOST AVPC ALL PERSONNEL	FY03*	<ul style="list-style-type: none"> • Assessments are planned/updated and implemented • See also 2.1

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	4.4 Campus Center designation becomes effective June 2003	4.4.1 Revise all documents and web pages to reflect "Campus Center."	AVPC ALL STAFF	Completed	<ul style="list-style-type: none"> • Designation used internally and externally in marketing and all communications
	4.5 The Technology Plan will advance the academic and administrative functions of the University	4.5.1 Conduct an ongoing University-wide technology audit.	VPFA DIR/ITS VPSS	FY04 FY05* FY04* FY04*	<ul style="list-style-type: none"> • Document Imaging implemented • Audit completed and ongoing • ADA compliance achieved • Academic enhancements achieved via technology • All university locations connected via common technological platforms • High-speed internet access provided for all campuses • Connections provided for all campuses to Parkville administration resources • All-campus data, audio, and visual communication implemented
		4.5.2 Develop a Center for Student Services that is a virtual and physical space.	VPFA DIR/ITS VPSS	FY12	<ul style="list-style-type: none"> • Integration of academic and student service needs analyses • Complete the integration
		4.5.3 Provide a university-wide secure identification system.	VPFA DIR/ITS	FY05 FY03 FY04 FY05	<ul style="list-style-type: none"> • Secure identification system is implemented for: <ul style="list-style-type: none"> ○ Parkville ○ Fort Bliss ○ Park Accelerated Downtown/Independence ○ Austin Campus

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	4.6 University-wide communication will be advanced by comprehensive technology	4.6.1 Implement document imaging and management throughout the University.	VPFA DIR/ITS	FY03* FY03 FY03 FY03 FY04	<ul style="list-style-type: none"> • All programs and services are of uniformly high quality • Effective and reliable support processes are in place • Processes are appropriately documented and standardized • There is a commitment to high-quality programs and services continuous improvements, response/cycle time efficiencies, cost, values and responsiveness throughout the organization • Technological and process innovations are organization-wide values <ul style="list-style-type: none"> ▪ Admissions ▪ Student Financial Services ▪ Registrar ▪ University Advancement ▪ Student Services ▪ Academic Affairs ▪ Finance and Administration ▪ Human Resources ▪ President's Office ▪ Board of Trustees
		4.6.2 Complete redesign and reorganization of the website.	AVPC VPUA DIR/ITS	FY04	<ul style="list-style-type: none"> • Redesign of Intranet and Internet completed • Reorganization of Intranet and Internet completed • "Portal" access has been achieved
		4.6.3 Create a communications system for specific constituencies.	VPUA AVPC VPFA	FY03	<ul style="list-style-type: none"> • Dashboard Report for Board of Trustees is expanded • Fact Sheet • Quarterly Letter
		4.6.4 Restructure academic affairs to improve communications and engagement across all campuses and disciplines of the University.	PROVOST VPDL FAC	FY04*	<ul style="list-style-type: none"> • Restructure of academic affairs is implemented • Academic Affairs communicates with all campuses and disciplines
	4.7 Human Resources will meet industry standards for services to all campus centers	4.7.1 Develop communication channels for services.	VPFA DIR/ITS DHS	FY05*	<ul style="list-style-type: none"> • HR audit completed to document compliance with industry standards • Implementation of Wellness Services at stand alone Campus Centers • HR meeting SHRM and CUPA standards

Visions	Standards of Excellence	Explorations	Responsible Person(s) (See Page 18 for abbreviation key)	Time-line	Transformations
		4.7.2 Conduct an assessment of human resource needs and improve services.	VPFA	FY04	<ul style="list-style-type: none"> • Initiatives are implemented to provide identified needs • Initiatives are evaluated
		4.7.3 Implement Comprehensive Professional Development program for all staff and faculty.	DHR PROVOST VPDL VPFA	FY04	<ul style="list-style-type: none"> • Recruitment and Selection • Welcome and Orientation to clearly define Mission and Goals of the University • Employee Assistance • Career Counseling • Career Development • Job Enhancement • Annual Reviews • Employee Recognition/ Reward • Systematic program to assess workplace climate/ employee satisfaction survey • Analysis of Exit Interview
		4.7.4 Conduct a salary comparison study.	VPFA PROVOST VPDL	FY04	<ul style="list-style-type: none"> • Benchmark within identified market comparison groups
		4.7.5 Develop and implement a Wellness Program.	VPFA	FY04	<ul style="list-style-type: none"> • Wellness program is established

VPFA = Vice President for Finance and Administration VPSS= Vice President for Student Services AVPC = Assoc. Vice President for Communications AVEP = Assoc. Vice President for Enrollment Management DIR/ITS = Director of Information Technology Services DIR/INTL ED = Director of International Education DIR/Athletics = Director of Athletics	VPDL = Vice President for Distance Learning VPUA = Vice President for University Advancement DGPS = Dean of Graduate and Professional Studies DAR = Director of Alumni Relations DHR = Director of Human Resources DIR/PREP SCHOOL – Director of Preparatory DIR/Honors Program = Director of Honors Program
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