



STRATEGIC PLANNING UPDATE

During FY 2016-17 Park University will be finishing the final year of its 2012-2017 strategic plan *Park's Promise* and *Pieces of Eight*, which refreshed and refocused the original plan and served as a guide during the University's leadership transition period during FY 2014-2015 and FY 2015-2016. The update on *Pieces of Eight* is attached. The final update on *Park's Promise* may be found in the Exhibit Book.

This year, the University will embark on the development of its 2018-2022 new strategic plan. To support University efforts during this transitional timeframe, a two year tactical roadmap (roadmap) was established for FY 2017-2018. This roadmap provides a bridge spanning the two strategic plans and works to focus efforts during that timeframe that more closely focus our efforts.

The attached roadmap defines a clear focus on enrollment via 12 initiatives supported by three areas of focus aligned around the belief that private higher education is a right for all. This core mission was referenced by then-President Droge, who stated in his 2013 update that "The nation desperately needs quality higher education that is accessible, adaptable and affordable for producing the workforce and citizenry needed today and in the future."

From this shared foundation, the roadmap further extends the existing strategic plan as follows:

<i>Park's Promise</i> and <i>Pieces of Eight</i>	Roadmap's Areas of Focus	Roadmap's Initiatives
Ensure Student Success	Reduce Student Barriers to Success	Enhance Academic Programs Expand Academic Support Services
Strengthen the Park Brand	Define our Market Niches	Global Warrior Center Regional Undergraduate Parkville Recruiting Target Competition for "Switchers"
Ensure Customer Service and Organizational Effectiveness	Develop High-Performance Culture	Military Prior Learning Credit Improve Workforce Quality Adjunct Pay New Non-Military Site
Optimize the Use of Technology	Reduce Student Barriers to Success	Pirate Patch Increase/Improve Online Offerings
Strengthen Park's Fiscal Position	Develop High-Performance Culture	Monetize Non-core Operations

As a result, the roadmap functions as a clarified set of initiatives, with assigned leadership and focus on developing metrics, that is built off our current strategic plan and yet sets the stage for a new strategic plan that is focused on clearer metrics and measures of success.

PIECES OF EIGHT

Following is the status of the initiatives known as the “Pieces of Eight” which refreshed and refocused the original plan, *Park’s Promise*, and served as the guide during the University’s leadership transition period.

The following initiatives are completed and do not require further reporting:

Initiative	Status
ENSURE STUDENT SUCCESS	
On-board a new VPES	COMPLETED Hired Shane Smeed
Complete development of timeline for optimal student experience service model and map student success from inquiry to alumni status	COMPLETED Exhibit A
Complete development of student demographic service profiles (first generation college students, military, ethnicity, international, degree completion adult learner, graduate degree.)	COMPLETED Exhibit A
Realign leadership, of and strategy for, career student services platform	COMPLETED Reorganization of Student Career Services under External Relations. Exhibit B
Migrate campus center operations leadership under VPES to avoid accountability conflict at campus center level	COMPLETED Associate Vice President of Campus Center Operations reports to Vice President and Chief of Enrollment and Student Services. Exhibit C
Strategically increase tuition per credit hour to enhance revenue while still retaining status as low cost/high ROI alternative, and to close gap with competitors.	COMPLETE Updated tuition model Exhibit D
Complete NCATE accreditation for School of Education	COMPLETED Accreditation was pursued, but was denied in November 2015 due to Park University not meeting diversity criterion.
Complete final documentation for HLC submission due in January, 2016	COMPLETED Report submitted December 23, 2015 and was accepted by HLC on March 23, 2016.
Facilitate hiring of new ICM Director and collaborate efforts with those of the ICM Advisory Group	COMPLETED Hired Roger Kugler
Complete expanded nursing space, advance nursing accreditation and teaching hospital affiliations	COMPLETED Space complete and accreditation on track
Complete timely move of library to Norrington by Nov., 2015 and implement applicable library practices per 2012 consultant report	COMPLETED

Ensure optimal student success team member physical relocation to enhance service and encourage teaming.	COMPLETED Team is located in Herr House
ENSURE CUSTOMER SERVICE AND ORGANIZATIONAL EFFECTIVENESS	
Complete University-wide FY'15 year-end reviews by August 15 with performance rating bell curve	COMPLETED
Set expectations for periodic interim performance reviews	COMPLETED
Complete University-wide FY'16 goal setting by September 15	COMPLETED
Conduct annual employee pulse survey in Fall 2015	COMPLETED
STRENGTHEN THE PARK BRAND	
STRENGTHEN PARK'S FISCAL POSITION	
Achieve net operating revenue of over \$1 million after subtraction for \$500,000 employee performance incentive award	COMPLETED Projected Revenue/Expense for FY 2015-16 is \$8.8M Exhibit E
OPTIMIZE THE USE OF TECHNOLOGY	
Launch search for and on-board CIO	COMPLETED Hired David Whittaker
OTHER INITIATIVES	
Underground disruption	COMPLETED Construction completed. Settlement finalized with Travelers FEMA payments in process
Alumni Weekend Involvement	COMPLETED Increased involvement by Executive Staff and Senior Leadership

The following initiatives have been addressed but are considered to be ongoing and do not necessarily require further reporting.

Initiative	Status
ENSURE STUDENT SUCCESS	
Provide leadership and direction to 2nd tier management in motivating and guiding their teams	ONGOING Continued refinement of Pirates Rising program
Fully implement Ambassador Program by completing check list, prioritizing Ambassador visits and establishing a continual dialogue between campus center directors, Ambassadors and campus center centralized leadership.	ONGOING Executive Staff Members visit campus centers each year. President Gunderson holds monthly conference calls with campus center directors and site managers. Kena Wolf hired as Associate Vice President for Campus Center Operations.

Continue to evaluate individual campus center sustainability and campus center leadership	ONGOING Campus center heat maps designed and reviewed. Annual performance reviews for campus center directors and site managers.
ENSURE CUSTOMER SERVICE AND ORGANIZATIONAL EFFECTIVENESS	
Reinforce focus on core values	ONGOING Core values incorporated into various University groups (Collective Bargaining Agreement, Park Pirate Professionals, Staff Advisory Council, annual performance reviews)
Prepare and deliver an annual employee benefits scorecard to each employee	ONGOING
Continuously promote announced employee performance incentive award program	ONGOING
Continue to promote faculty/staff behavior recognition and appreciation focus (Pirate Praise)	ONGOING
Expand mentoring participation	ONGOING
Continue to focus on all other aspects of the action items relating to the Fall employee pulse survey, especially with regard to the Executive Staff leadership items	ONGOING
Promote staff training and tuition remission	ONGOING Expanded tuition remission to cover all graduate tuition for full-time employees
Drive leadership development and succession planning below the VP level through Pirates Rising initiatives with objectives of additional responsibilities, career advancement and financial rewards (Implement Nine Box Rating Matrix)	ONGOING
Reinforce and support full implementation of administrative professional initiative	ONGOING
Utilize Trustee time and expertise effectively and efficiently by increasing and enhancing trustee engagement with faculty and staff	ONGOING Trustee Day, Represent Park at Community Events
Continue to maintain and monitor Enterprise Risk Management (heat maps and accountability) and related subsidiary risk area heat maps.	ONGOING
Continue to retain and recruit a high performing executive and senior leadership team.	ONGOING

STRENGTHEN THE PARK BRAND	
Continue focus on University – wide pride initiatives to enhance Park University awareness and employee morale. (140th anniversary and in general)	ONGOING Swab the Decks Staff Advisory Council Activities Homecoming Activities
Civic and philanthropic engagement	ONGOING Strategic review of sponsorships. Strengthen relationship with City of Parkville and Kansas City, as well as the Kansas City business community
Expand internships and employment opportunities with potential employers	ONGOING
True partnering with major vendors	ONGOING
Broader corporate engagement with local businesses	ONGOING Membership in local chamber and business association. Park merchandise in local stores.
Aggressively pursue national recognition and awards supporting Park’s aspirational brand including world leader in innovative online learning and “Great College to Work For”	ONGOING Exhibit F Participated in Kansas City Business Journal’s Best Places to Work survey.
Assist in the promotion of the ICM to enhance overall Park brand awareness	ONGOING A number of concerts at Kauffman Center; performance by Artist in Residence at Carnegie Hall in November 2016
STRENGTHEN PARK’S FISCAL POSITION	
Focus on Parkville campus deferred maintenance remediation while managing operating cash needs	ONGOING
Continue to align personnel costs (faculty/administrative) with current enrollment needs and tuition revenue trends	ONGOING Exhibit G
Monitor non-personnel costs for applicable accountability and reasonableness	ONGOING See current financial statements
Long-term debt refinancing considerations	ONGOING Bond refinance proposal for consideration at October 2016 Board Meeting
OPTIMIZE THE USE OF TECHNOLOGY	
OTHER INITIATIVES	
Public relations and mining lease	ONGOING Continue to work with City of Parkville, Riss Lake Homeowners Association and Martin Marietta
Regular connectivity with faculty, staff and student leadership	ONGOING

Employee Town Hall Meetings	ONGOING
Sporting Events Attendance and Support	ONGOING Increased involvement by Executive Staff and Senior Leadership
Community involvement, in general	ONGOING Membership in Civic organizations; Senior Leadership participating in Civic and community groups
Trustee meeting preparation and involvement	ONGOING

The following initiatives are in the process of being addressed and require periodic reporting.

Initiative	Status
ENSURE STUDENT SUCCESS	
Advance action items to address student survey results and conduct annual survey in spring '16	IN PROCESS Exhibit H
Finalize virtual warrior center	IN PROCESS Initiative enhanced with proposed Global Warrior Center to be located in the new School of Business building Exhibit E attached
Identify high demand career areas and align University enrollment focus (short term) and academic offerings (longer term) accordingly to increase enrollment, retention and graduation rates overall	IN PROCESS Exhibit I
Aggressively drive academic expansion strategy including correctional facilities niche	IN PROCESS Signed Academic Partnerships: Lenexa Civic Center Mesa, AZ Exhibit J
Explore military alignment resulting in granting Park credit for prior military education and/or experience	IN PROCESS Analysis complete. Create unique webpage and develop press release/marketing campaign
Fully implement digital student marketing strategy complementary to overall marketing/ brand awareness which is fully integrated with optimal student experience service model	IN PROCESS Review completed. Developing website pages and marketing/communication plan. Marketing plan to be presented at October 2016 Board Meeting.
Continue to enhance focus on recognition and appreciation of adjunct faculty	IN PROCESS Established fund for adjunct faculty development. Reinvigoration of Center for Excellent in Teaching and Learning (CETL) and creation of Associate Vice

	President for Faculty Affairs. Continued review and refresh of adjunct remuneration schedule.
ENSURE CUSTOMER SERVICE AND ORGANIZATIONAL EFFECTIVENESS	
Better documented salary ranges consistently applied across the University	IN PROCESS
STRENGTHEN THE PARK BRAND	
Constantly promote the four “Why Park” pillars	IN PROCESS Part of new marketing campaign
Finalize implementation of overall external marketing/branding awareness approach including engaging external advisors	IN PROCESS Plan to be presented at October 2016 Board Meeting
Advance business school as key platform identify for the University	IN PROCESS School of Business Building and refresh of curriculum
Accounting degree with track to CPA and/or CMA	IN PROCESS Revisiting with national organization
New transformational business school building in Parkville and related capital campaign	IN PROCESS Finalizing working chair and committee
STRENGTHEN PARK’S FISCAL POSITION	
On-board new experienced controller	IN PROCESS
Support faculty initiatives to enrich scholarship, teaching, and “grand ideas”	IN PROCESS Faculty Senate continues to review list and bring initiatives forward
Build endowment with significant donor gifts for general purposes as well as ICM	IN PROCESS ICM Business Plan Exhibit K
OPTIMIZE THE USE OF TECHNOLOGY	
Finalize implementation of IT disaster recovery plan both with primary and back up sites	IN PROCESS Rather than invest in traditional recovery capabilities such as redundant hardware and storage, ITS is focusing on a strategy of hosted and cloud solutions for our key systems. In case of a disaster today at our hosted location, Park systems would be available within 48 hours. As we move to cloud, system recoverability will be significantly faster. Investment in the new architecture provides significantly more benefit to the university without investing in expensive, short-term traditional architectures.
Address full remediation of recommendations from IT assessment	IN PROCESS 1. Establish roadmap reporting and governance mechanism with Executive Staff. ITS is working to provide a monthly (or quarterly)

- update to the Executive team that shows all projects underway, the priority, and progress of those efforts.
2. **Inventory and prioritize all business processes in use at Park.** IT is working to develop a “university process decomposition” that shows the key processes (2nd level) used by Park for the business of higher education.
 3. **EDMS upgrade.** Park is proceeding with the document management upgrade, but is also completing an assessment of cloud-hosting versus Park maintaining the staff and infrastructure to house this system. The project is underway and will take another full year to implement.
 4. **Develop and Implement a university change control process.** IT has developed a change control process for changes to the IT environment and systems.
 5. **Perform an external audit of user support processes.** IT hired a new Technical Services manager (David Chesher) and is working to streamline and refocus the technical services (support and help desk) functions. IT created a cross-functional team of staff to re-develop the provisioning process for the entire University, and is working to implement this starting in fall 2016. The IT services team is being consolidated and procedures to improve their timeliness, quality, and communication are being developed.
 6. **Develop an on-going communication plan for IT.** IT is developing the process (see #1 above) to communicate priorities and status of initiatives. Additionally, the CIO is working to create a Board level governance for IT, and is considering a faculty/staff oversight committee as well. These groups would exist for the sole purpose of communicating and discussing priorities and needs. These groups will be created in 2016.

<p>Better utilize “Big Data” for management decision making, including key metrics for dash boards for critical issue</p>	<p>IN PROCESS A new director of Institutional Effectiveness was hired in the third quarter. ITS has engaged RSM to work with Academic Affairs and the new director to develop a strategy for more effective analytics and data warehousing for the university. A new data visualization tool, Tableau, has been rolled out to some key staff to improve dash boarding and presentation of analytics.</p>
<p>Optimize advanced technology in delivering on-line and distance learning course load as well as other key ERP systems</p>	<p>IN PROCESS</p> <ol style="list-style-type: none"> 1. Park is piloting the Pirate Patch model of instruction with several campus centers to ensure that more classes are available to students outside of Parkville who require face to face classes to receive military tuition assistance. Four Pirate Patch classes are currently being taught in Fall I, with four more ready for Fall II. Instructional methods and technology are adjusted as we learn about what works and what does not, as we work to ensure the best possible student learning experience. 2. ITS has partnered with Dell to bring virtualization of all applications and desktops to our students, faculty, and staff. Virtualization allows us to run desktops, applications, and servers in a cloud-like environment without physically hosting them at the university. A proof of concept was completed during the summer to virtualize our most critical applications; this environment will ensure that the entire Park team can access all of the computing resources they need to do their job from anywhere. Once student IT resources become virtualized, Park may begin to offer inexpensive laptops to students for accessing these resources from any place, at any time.

OTHER INITIATIVES

