Abstract

These supplemental materials help provide additional context for how the SPC developed the mission, values, vision and institutional strategic goals. Much of this information results from feedback from over 500 faculty, staff, students, alumni and other external constituents.

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Appendix 1

IDENTIFIED STRATEGIC ISSUES

Based on an analysis of the strengths, weaknesses, opportunities, and threats (SWOT) identified by a cross-section of faculty, staff, students and external constituents, the SPC identified a number of strategic issues for the university. It was from these issues that the SPC developed the strategic goals, which are listed in the next section. Addressing the strategic goals will thus require contending with these issues.

1. How can USM build upon its strengths as an education provider (in diverse course formats) and build enrollment through market opportunities?
2. How can USM build upon its strength in attracting and graduating transfer students?
3. How can USM expand its recruiting base in Mississippi, regionally, nationally and internationally?
4. How can USM better market its geographical campus locations in recruiting faculty, staff and students?
5. How do we continually improve student progression toward graduation?
6. How can USM integrate international experiences throughout the university?
7. How do we cultivate an environment that equips undergraduate and graduate students to adapt to and flourish in a dynamic global society?
8. How can USM best market its value proposition?
9. How can we best leverage program strengths to meet state key policy initiatives and state-wide goals?
10. How do we improve both technological and physical infrastructure to enhance our learning environment and university operations?
11. How can we support/value/strengthen scholarly/research/creative activity in an era of diminishing investment?
12. How do we address the retention and development of faculty and staff?
13. How can we improve clarity and cohesiveness for establishing institutional direction?
Appendix 2

Glossary of Terms

Mission: A broad statement of the organization’s fundamental, unique purpose, developed by involving of a broad range of stakeholders; the mission specifies those the organization intends to serve, and states the key philosophical premises that will guide decisions and actions (Ireland & Hitt, 1992).

Vision: An aspiration/overarching goal for the future serving as a unifying focal point of effort (Collins & Porras, 1996); a description of what it would be like to achieve the organization’s full potential (Bryson, 2011).

Values: Ethical standards and norms that govern behavior; widely shared and enduring tenets that have intrinsic value to organization members (Collins & Porras, 1996).

Opportunities and Threats (external environment): External future potential for good or ill (Bryson, 2011).

Strengths and Weaknesses (internal environment): Internal resources, capabilities, and competencies relative to relevant comparison organizations (Barney, 2002).

Strategy:
• A combination of the ends (goals) for which the organization is striving, and the means (policies) by which it is seeking to get there (Porter, 1980).
• A pattern of policies, programs, decisions, or resource allocations that define the organization, what it does and why (Bryson, 2011).

Strategic Planning: “…a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does , and why” (Bryson, 2011, pp. 7-8).

Strategic Issue: “… a strategic issue is a fundamental policy question or challenge affecting an organization’s mandates, mission and values, products or service level and mix, clients or users, cost, financing, organization, or management (Bryson, 2011, p. 185).

Institutional Strategic Goals: Also known as strategic priorities, these goals are broadly defined goals that set the direction of the university as a whole. Institutional subunits (VP area / divisions, colleges, department/units) will creates strategies to achieve the institutional strategic goals. The institutional strategic goals are the set of SPC recommendations to address strategic issues.

KPI: Key performance indicators; the SPC will define metrics, measures, and /or targets to assess achievement of the institutional strategic goals. These evaluations will be used to make recommendations for goal achievement and/or goal adjustment.
Appendix 3

Chronological steps of the SPC Process

February 2014
- SPC initial meeting
- Six subcommittees elicited feedback from the university community about mission, vision, and values

March 2014
- Qualtrics survey initiated to collect feedback from faculty, staff, students, alumni and community members regarding mission, vision, values (demographic information requested to assess/assure broad input)

April 2014
- Formation of three subcommittees (Mission, Vision, Values (MVV); External Environment; Internal Environment) to work over the summer

July 2014
- Two CoEP doctoral students analyzed qualitative data collected via the Qualtrics survey
- Deans presented college situation analyses to the SPC (Blackwell, CoEP; Forster, CoH; Gilbert, CoB; Moser, CoAL; Nugent, CoN)

August 2014
- Vice President Cannon presents situation analysis of the university’s research enterprise (Gulf Park campus)

September 2014
- Dean Hayhurst presented CoST situation analysis to the SPC
- Three subcommittees provided progress reports (MVV, External Environment; Internal Environment)

November 2014
- Drafts of MVV, Opportunities and Threats, Strengths and Weaknesses prepared

December 2014
- Identification of Strategic Issues
- Identification of Strategic Priorities (Goals)

January 2015
- Discussion of creation of Strategic Management Framework (master document) to be shared with university community (through existing structures)
Appendix 4

Overview of Internal and External Environments (SWOT)

Strengths and Weaknesses (Internal environment)

Strengths:
1. Programs
   a. Pre-Professional Programs (e.g. Nursing, Public Health, Health, Social Work, Teacher Education, Accounting, Speech and Hearing Sciences, Criminal Justice, Paralegal Studies, Library Science, Psychology)
   b. Unique/Specialized Programs: (e.g. Coastal Sciences, Marine Science, Creative Arts, Polymer, MATL)
   c. Study Abroad
   d. Breadth of programs offered
   e. Programs that meet State of Mississippi needs
      • Second largest proportion of students in high need programs (STEM, Nursing, Education)
      • Only Library Science program in the state
2. People
   a. Welcoming campus environment/student friendly/student centered
   b. Diverse student population
   c. Dedicated faculty and staff
   d. Largest transfer enrollment
3. Locations - Teaching Sites at Stennis, GCRL, Long Beach, Hattiesburg
4. Student Support
   a. Availability of scholarships
   b. Affordability – as compared to out of state tuition rates
   c. Quality education for cost

Weaknesses:
1. Funding –
   a. Reduction in E & G funding has resulted in doing more with fewer resources
   b. Donor Base – USM doesn’t currently have a large alumni base capable of major financial gifts
   c. External Research Dollars - smallest of top three universities
      (USM $52.5M, UM $106M, MSU $115M)
2. Student Support
   a. Number of students with financial need as compared to MSU & UM
   b. Recruiting – department heads / others reported that we need to continue to recruit out of state, higher ACT students, local students
   c. Retention/Student Success
   d. Bureaucratic Roadblocks – “Southern Shuffle” – continued improvements in administrative processes to improve efficiency and eliminate unnecessary hurdles for students
   e. Academic preparation of entering students
   f. Increase student involvement and engagement
3. Course Scheduling – the need for more offerings for non-traditional students (location, time, on-line)

4. Facilities
   a. Physical condition of older structures; deferred maintenance
   b. Classrooms that are too small

5. Staff and Faculty Salaries
   a. High turnover
   b. Low morale
   c. Higher work load
   d. Small applicant pool

6. Technology - Classrooms do not support current instructional technologies that offer options to instructors for learning strategies

7. Strategic Planning
   a. Silos – (coordination / collaboration) without a strategic plan outlining clear objectives, benchmarks, and priorities, departments/colleges/units tend to act independently
   b. Lack of communication, both internally and externally, on university successes

8. Programs:
   a. Lack of comprehensive engineering program
   b. Drain on resources due to low student demand for program offerings

**Opportunities and Threats (External environment)**

1. Employment
   A. Opportunities
      1) Market demand for college graduates
      2) Global opportunities students must be poised to take advantage of
         a) Global perspectives on education
         b) Growing number of immigrants entering the U.S.
         c) Greater acceptance of diversity
         d) Geographic mobility
         e) Growing interdependence of different parts of the world
         f) New global technology strategy
      3) Workforce development as a strategic goal in the Governor’s 2012 report, “Blueprint Mississippi health care: An economic driver”
   B. Challenges
      1) Unemployment still high—sluggish national and local economies
      2) Misalignment of skill sets for employer needs
      3) Proactive placement responsive to employer needs

2. Region desires stronger collaborative relationships
   A. Opportunities
      1) Strong local/regional health care sector
      2) Environmental opportunities for coastal business and industry
      3) Current statewide emphasis on economic development
      4) Collaborations and Centers of Excellence (Research, Simulation, and Leadership)
a) Educational Collaboration
b) Industry relations
c) Government partnerships
d) Community relations and outreach
5) GOCoast 2020 Long Range Plan
6) Economic development is a key policy area of Statewide Strategic Plan 2014

B. Challenges
1) High community expectations for service provision

3. Higher education business model changing
   A. Opportunities
   1) Entrepreneurial approaches to higher education
   2) Community college relations and cooperative relationships with other universities
   3) Recruitment of students
      a) Many citizens have some college but have potential to complete degrees
      b) Adult learners expected to grow at 3X rate of traditional age students
      c) Veterans returning to the classroom
      d) Falling marriage rates
      e) Increased high school completion rates for underrepresented populations
   B. Challenges
   1) Recruitment of students
      a) Changing demographics with fewer high school graduates
      b) Active duty military decreasing
   2) Competition for students
      a) Sister institutions, private institutions, and community colleges
      b) U.S. competitiveness threatened by expanding education systems in Asia/Europe
      c) Online programs offered by other for-profit and non-profit universities
   3) Competitive environment for hiring credentialed faculty
   4) Cost of instruction
      a) Keeping tuition affordable
      b) State poverty level
   5) Rising costs of Licensing and Resources
   6) Accreditation
      a) Cost of measuring innovation, engagement and impact
      b) Cost of policing federal requirements related to higher education
   7) Decreased federal and state funding
   8) Reduced private giving
   9) Immigration reform
   10) Federal regulations

4. Marketing
   A. Opportunities
   1) Increased marketing strength of social media
   2) Marketing to international population(s)
   3) Establish value proposition of college education
   4) Increased emphasis of locale and cost of living in faculty job descriptions
5) Location as competitive advantage—especially the coast

6) Accreditation
   a) Reputation of programs
   b) Increased visibility for recruitment (both faculty and students)
   c) Better jobs/salaries for graduates

B. Challenges
   1) Changes in public attitudes toward higher education

5. Technologies
   A. Opportunities
      1) Low cost, high speed technologies
      2) Rapid rise of low-cost learning options and increased interest in online learning
      3) MOOCs (Massive Open Online Courses)
      4) Mobile Devices for Schoolwork
      5) Supporting Generation Next
   B. Challenges
      1) Always-connected consumer
      2) Big data collection
      3) Mississippi’s low broadband penetration
      4) Impact on libraries, changing pedagogy, and operations

6. Research
   A. Opportunities
      1) EPSCOR → Expand programs stimulating competitive research
      2) MS investment in research (e.g., tidelands)
   B. Challenges
      1) Competition for external funds
      2) Decreased federal and state funding

7. Areas of Interest and Need
   A. Opportunities
      1) Graduate
         a) Seamless transition from undergraduate to graduate programs
         b) Redesign of the doctoral training process
         c) Educate more doctoral prepared faculty
      2) Health
         a) Generally poor Mississippi health
         b) Increased national emphasis on mental health as well as prevention and remediation of mental illness
         c) State of Mississippi funding available for early childhood education initiatives
         d) Affordable Care Act (health care reform)
         e) Health is a key policy area of Statewide Strategic Plan 2014
      3) STEM
         a) Continued need for STEM workforce is well publicized
         b) Strong federal agency presence on coast to support STEM
      4) Arts & Letters--Important perspectives on globalization and diversity
5) Accreditation
   a) Competency based outcomes
   b) QEP

B. Challenges
   1) Loss of humanities disciplines
   2) Lack of engineering programs
   3) Health
      a) Neighboring universities offering similar health care discipline doctoral programs
      b) Priority of education and mental health initiatives within the state of Mississippi
   4) Cross-disciplinary programs to educate for new specialties, e.g. Health information, "cloud architect"
   5) Variability of student pre-college academic preparation
   6) Pedagogy changes - educational redesign strategies

8. Physical Environment
A. Opportunities
   1) Facilities
      a) New concepts of classroom design
      b) Repurposing library space
      c) Master Plan Design Principles
   2) Geography
      a) Lower cost of living
      b) Coastal population, industry, and proximity to Stennis/GCRL

B. Challenges
   1) Facilities
      a) Increasing use of flexible space concepts
      b) Space to increase the number of students and faculty
      c) Movement to promote cross-disciplinary collaboration—more common areas for collaboration
      d) Lack of LEED certification capability
      e) Residence hall prohibition at Gulf Park campus
      f) OSHA pressures on arts facilities
   2) Geography
      a) Weather and rising insurance costs
      b) Distributed campuses
## Appendix 5

### Strategic Planning Council Meetings

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Date</th>
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<tbody>
<tr>
<td>President Bennett outlines committee charge</td>
<td>2/14/14</td>
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<tr>
<td>Committee Chairs meet</td>
<td>3/27/14, 4/2/14</td>
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<tr>
<td>Regular SPC Meeting</td>
<td>4/24/2014</td>
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<tr>
<td>Regular SPC Meeting</td>
<td>6/12/14</td>
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<tr>
<td>Extended SPC Meeting</td>
<td>7/9/14</td>
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<tr>
<td>Extended SPC Meeting</td>
<td>7/10/14</td>
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<tr>
<td>Regular SPC Meeting at Gulf Park</td>
<td>8/7/14</td>
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<td>9/12/14</td>
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<td>12/16/14</td>
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<td>Regular SPC Meeting</td>
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<tr>
<td>Special SPC Meeting (small work group)</td>
<td>1/30/15</td>
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<td>2/6/15</td>
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<tr>
<td>Regular SPC Meeting</td>
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