

Process

The Strategic Planning and Resource Committee (SPARC) consists of members of the Committee on Strategic Planning and Priorities (CSPP) and additional members appointed by President Gitenstein. On February 11, 2015, President Gitenstein charged the committee with the development of a new strategic plan and gave the Provost's Office responsibility for coordinating the planning process. Dr. Madeleine Wing Adler, Senior Associate of Penson Associates and President Emerita of West Chester University, served as a consultant. The planning process was guided by three main principles:

1. To be as consultative and transparent as possible;
2. To work within the framework of the shared governance structure;
3. To build upon the ideas and aspirations articulated in the 2012-16 strategic plan.

SPARC began its work on February 19-20, 2015 with a two-day retreat focused on a review of the existing Mission and Core Beliefs statements and on the development of Vision and Values statements. Between February and April, Mission, Vision, and Values drafts were shared with campus constituencies through a Qualtrics survey, two open fora, and meetings which included an Academic Leaders meeting on March 4, a Staff Senate meeting on March 18, and a Student Government meeting on March 25. On April 8, a subcommittee led by Amanda Norvell reported to SPARC on the campus feedback to these drafts in preparation for SPARC's second two-day session, April 15-16, when the work of articulating the plan's strategic priorities began. On June 15, SPARC hosted an Action Town Hall meeting to share drafts of the Mission, Vision, Values, Strategic Priorities, and Goals with the campus. More than 70 faculty and staff members participated in this Town Hall meeting, at which participants were divided into six working groups with discussion leaders. The SPARC subcommittee led by Amanda Norvell reviewed and reported on the Town Hall feedback prior to SPARC's third two-day session, September 10-11. At this session, the committee finalized the Mission, Vision, and Values statements, continued its work on Strategic Priorities and Goals, and discussed the plan's name. On September 15, President Gitenstein shared drafts of the Mission, Vision, Values and Strategic Priorities with the ad hoc Strategic Planning Committee of the Board of Trustees. On September 16, an ad-hoc group led by SPARC co-chair Shaun Wiley met to hone the Mission, Vision, and Values statements. Discussion of the Goals took place at CSPP meetings on September 22 and October 14, at campus-wide open fora on September 29 and October 20, and at an October meeting of the Staff Senate. At SPARC's fourth two-day session, October 28-29, cabinet members and thirty campus experts joined the committee in finalizing the Goals and Action Steps.

The plan was presented to President Gitenstein on December 9, 2015. After her review and modifications, she shared a draft with Chairman of the Board, Jorge Caballero. On January 12, 2016, the Executive Committee of the Board of Trustees and Trustee Miles Powel (in his capacity as chair of the ad hoc Strategic Planning Committee of the Board of Trustees) met by conference call to provide input to Provost Taylor and President Gitenstein on the plan. This input and additional advice from chair Caballero resulted in a second draft which was shared with the Executive Committee of the Board and Miles Powell after which the redrafted plan was submitted to the full Board of Trustees for public discussion at the February 25, 2016 meeting.