

# ***“2010 Plan of Excellence”***

## **A STRATEGIC PLAN**

### **Introduction**

In spring 2004, Texas Southern University began development of a new strategic plan to chart its course for advancing to new levels of performance excellence by the year 2010. The planning process commenced with a Presidential charge to the Strategic Planning Steering Committee to envision preeminence, to seek innovation, to improve quality, and to aspire to unprecedented levels of achievement. Energized by the President’s dynamic vision and excellence imperative, the committee, which was comprised of 23 key stakeholders from the campus, the community, the alumni, and the workforce, began deliberations on the critical issues that must be addressed in laying the framework for strategic objectives over the five-year planning period.

Fundamental to the planning process was the delineation of the strategic challenges the University would face during the planning cycle. Although there were protracted discussions of a multitude of critical considerations, the following challenges emerged as most relevant to the University’s achieving its goals and objectives. Central to the University’s success in this endeavor is its capacity to do the following:

- Dedicate itself to excellence in achievements and quality enhancements;
- Adapt to rapidly changing trends in higher education;
- Deploy its resources to empower its many components, while promoting excellence and innovation as a priority;
- Identify and seize opportunities to advance its position as a major educational resource;
- Empower academic enterprise;
- Impact the quality of life in the community;



- Capitalize on unique advantages that evolve from its statutory designations;
- Build its research infrastructure;
- Be responsive to stakeholder interests and satisfaction;
- Embrace the K-12 community;
- Collaborate with other universities and develop partnerships with community colleges; and
- Demonstrate its effectiveness - be accountable.

Cognizant of these basic parameters, the Strategic Planning Steering Committee commenced the seven-step planning process with a review of the University's mission statement, an articulation of a vision for the University over the planning horizon, and an identification of the core values that would serve as guiding principles for conducting business. Upon preliminary adoption of the mission statement, the vision, and core values, five subcommittees were charged with operationalizing the vision from a variety of perspectives. The subcommittees were as follows:

- Academic and Research Excellence
- Strategic Enrollment Management
- Fiscal Integrity
- Information Technology
- Facilities and Master Planning

These subcommittees, whose members represented each of the schools and colleges, alumni, the community, and employers of our graduates, were charged with assessing the current state of the affairs, identifying the issues, and envisioning a desired state.

A consultant was retained to facilitate the subcommittees' discussions and to provide a neutral professional in higher education to guide deliberations on critical issues and visions for a desired state. Upon completion of the subcommittee assignments, the results were presented and were subsequently integrated to achieve the synergy requisite for ascending to a new level of performance excellence.

