

University Board of Trustees

Strategic Planning Workshop

January 19, 2010

Introduction

- Strategic Planning is a set of detailed actions designed to move an organization from its current status toward a desired future state based upon a projected future environment.
- Adopting a strategic plan is a responsibility of the UBOT as expressed by BOG Reg. 1.001:

"Each board of trustees shall adopt a strategic plan in alignment with the Board of Governors' system-wide strategic plan and regulations, and the university's mission. University strategic plans shall be submitted to the Board of Governors for approval. "

The UBOT adopted its current strategic plan in 2005 and it covered the period 2005-2010.

Purpose of the Workshop

- To provide an overview of the current strategic planning process and timeline.
- Consider the results of initial steps in the process.
- Consider possible goals and indicators for an updated strategic plan covering 2010-2015.

Planning and Budget Council (PBC)

Established by President Bradshaw in 2009 to coordinate and advise on planning, budgeting, and institutional improvement efforts:

- Chair is the Provost and VPAA, Dr. Ronald Toll and Vice Chair is VP for Administrative Services and Finance, Dr. Joseph Shepard.
- In addition there are 17 other members representing all major campus constituencies, including faculty senate, student government, the staff advisory council, athletics, advancement, and student affairs.
- The PBC reports directly to the President's Cabinet through the Chair and Vice Chair.
- The Council carries out its work as a committee of the whole but also comprises 6 constituent committees:
 - Budget
 - Enrollment/Retention Management
 - Environmental Sustainability
 - Information Resources
 - Safety and Facilities
 - Strategic Planning and Institutional Effectiveness
- Together about 90 people are directly involved in updating the strategic plan representing students, faculty, and staff from across the university.

ENVIRONMENTAL
SUSTAINABILITY PLAN

CAMPUS CLIMATE

CAMPUS MASTER PLAN
& SPACE ANALYSIS

INFORMATION
RESOURCES PLAN

ASSESSMENT AND
INSTITUTIONAL
EFFECTIVENESS
PLAN

ENROLLMENT PLAN

BUDGET

SCHEDULE



VISION

STATEMENT



ENVIRONMENTAL SCAN

STRATEGIC GOALS

ACTION PLANS

GAP ANALYSIS / FEASIBILITY STUDY

STRATEGIC
PLAN

PERFORMANCE
AUDIT

University
Leadership



July-September	October-December	January	February-May	June
Mission-Vision Reaffirmation				
	Environmental Scans			
		Strategic Goals UBOT Workshop January 19		
			Action Plans Gap Analysis Supplemental Plans	
				Strategic Plan UBOT Review/Approve June 15

Mission and Vision Reaffirmation (UBOT Action Agenda Item)

- Purpose
 - The Mission and Vision Statements speak to the purpose of the organization and its ideal state.
 - They allow the institution to set a strategy for goal attainment and measure progress toward goal achievement.

- Process for review/reaffirmation
 - Input
 - Questionnaire available to internal and external communities.
 - Public forums.
 - Consideration of input by PBC, President's Cabinet.
 - Recommendation for reaffirmation with minor changes to UBOT for consideration at today's UBOT meeting.

Environmental Scans

Purpose

To provide a context for the further development of strategic plan goals and strategies for their attainment.

- Internal Scan
 - Focuses on the state of readiness of the institution to continue to meet its mission and realize its vision, including areas such as:
 - Faculty and staff
 - Physical plant
 - Academic support
 - Student life
 - Advancement
 - Budget
 - Technology
- External Scan
 - Involves a look at a number issues/areas that can impact our ability to carry out our plans, including the following:
 - Social issues
 - Demographics
 - Governance
 - Local, state, and federal
 - Economic diversification
 - Funding
 - Competition in the education environment

Internal Scan Results

- Strengths:
 - Faculty and staff
 - Physical plant
 - Quality of programs
 - Student outcomes
 - Technological infrastructure and information resources
 - Community engagement
- Opportunities:
 - Differential tuition and technology fee
 - Increasing bandwidth
 - Improving economy
- Weaknesses:
 - Continued growth of resource base
 - Potential space shortages
 - Youth of alumni base
- Threats:
 - Potentially impaired growth in program base and facilities expansion

External Scan Results

- Strengths:
 - Reputation within the community.
 - Proximity to major population centers.
 - Size of institution.
 - Community outreach and economic development.
 - Responsiveness to workforce needs.
- Opportunities:
 - Traditional college age population increasing.
 - More adults returning to college.
 - Increasing ethnic diversity in the region.
 - Value of higher education in the marketplace.
 - Research park and regional business incubator.
 - Programs in fields marked for high growth.
 - Growing awareness in renewable resources and sustainability.
- Weaknesses:
 - Institutional identity still being established.
 - Adjusting to pressures of growth.
 - Readiness of students for college.
- Threats:
 - State support for higher education.
 - Regional positioning of competition.
 - Slower economic growth.
 - Increasing regulatory burdens.

Strategic Goals: Exercise

- Break into one of three assigned groups.
- Staff facilitator in each group to take notes and report out to the larger group at the end of the exercise.
- Review each of the seven goals.
- Comment on the suitability of these goals and suggest potential measures of success for inclusion in the updated strategic plan.

Next Steps

- Revise goals and indicators as discussed here today.
- Disseminate goals and indicators to university community to inform action plan development.
- Present updated strategic plan for review and approval at the June 15, 2010 UBOT meeting.