Strategic Conversations 11/2/18
Facilitator's Agenda

TIME	ACTIVITY	FACILITATOR NOTES
1pm	**Check-in & Lunch** Terra Hall board room	Participants will be assigned to one SWOT group at check-in: (a) Cultivate an exceptional creative community. (b) Create a university that is relevant and diverse. (c) Align our infrastructure with our vision. (d) Forge a thriving business model. (e) Deepen our collaborations with Philadelphia. (f) Tell our story effectively.
1pm	**Welcome & From Good to Great**	An overview of the day and Maurice Baynard's presentation of Good to Great
2pm	**SWOT Analysis in small groups**	Groups will use the SWOT grid method (see SWOT handout)

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TIME	ACTIVITY	FACILITATOR NOTES
2:30pm	**Break & Review of SWOTs**	All participants asked to circulate through SWOTs Given 3 dot stickers per SWOT and asked to identify most interesting priorities / topics within each.
3pm	**Surface 3 to 6 Objectives**	Surface the opportunities (which may be weaknesses framed as opportunities) that have the most potential to positively impact the future of the university; if time allows, begin identifying initiatives to support each objective
4:30pm	**Presentations & Wrap Up**	Groups summarize discussion and present 3-6 findings

Framing & Positioning Questions

(a) Cultivate an exceptional creative community.

- How do we attract, retain and cultivate the right fit students, faculty and staff?
- What are the markers of an exceptional community?
- How do we ensure that the talent we have are in the "right seats on the bus"?

Topics to consider: professional development, incentives and opportunities for cross-departmental collaboration, performance review and evaluation, attracting right fit students, retaining highest quality faculty, students, and staff

(b) Create a university that is relevant and diverse.
Note: for purposes of this exercise, focus conversation on diversity

- What does it mean to be a diverse community/institution?
- How do we ensure diverse perspectives and points of view within our programs / curricularly?
- What structures or policies hinder progress towards diversity and equity? How could they assist?
- How do we allow for the perspectives and experiences of our students to shape the university?
- How is our position relative to diversity legible to prospective students, parents and external partners? How could it be strengthened?

Topics to consider: policies and communications, curricular offerings, representation at all levels (board of trustees, faculty and staff), signifiers of a diverse perspectives

(c) Align our infrastructure with our vision.

- How do we better our physical plant and virtual space / resources to reflect our goals as an institution and to foster a greater sense of community?
- How does our infrastructure support or hinder collaboration?
- What walls - real or virtual - present obstacles to the accessibility of resources and availability of information for our students, faculty and staff?
- What role can university-wide spaces and resources play (ex: Makerspace, social spaces, convening spaces)?
- How should current and projected future enrollment be considered?

Topics to consider: changing enrollment in our schools / divisions, department-specific vs university-wide facilities, availability of assistive information across departments

(d) Forge a thriving business model.

- How do we define "business model" for UArts?
- How do we allocate resources with respect to fluctuating enrollment?
- How do we justify our tuition within the landscape of record-high educational debt?
- What is our ROI for our students?
- What processes exist to support the continual evaluation of our programs, offerings, and resources (physical, virtual and human) relative to our mission and the larger society as a whole?
- What investments do we need to make to be a thriving institution?

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Topics to consider: agility, flexibility, concept of being lean and adaptable; decreasing our discount rate; decreasing average student debt? Defining and then supporting our ROI / value proposition; housing and dining services underwriting academic programs

(e) Deepen our collaborations with Philadelphia.

- What is unique to Philadelphia? How does it compare to the context of our competing institutions?
- In what ways do we currently leverage our connections to Philadelphia? Is it an intentional approach?
- Does every student engage with the creative culture of Philadelphia in a meaningful way? Should they? Can we set goals or expectations around this institutionally?
- How do we want to be known within Philadelphia? What should our position within Philly be?
- We cannot partner with everyone; which institutions / partnerships and/or what types of models of engagement offer the greatest impact for UArts?

Topics to consider: How we relate / connect and are viewed by external audiences within Philly; What industries / sectors should we be connecting with; How do we craft an intentional game plan while still allowing for organic connections and collaborations

(f) Tell our story effectively.

- Who is our audience?
- Do we know our story? Have we captured it? If not, how do we go about capturing it?
- Do we know our story internally?
- What are the tools of telling our story? Which tools are the most effective and/or powerful?

Topics to consider: Programs are afforded same resources (or lack there of) - what makes some more successful than others? More than just PR and communications strategy