

Strategic Planning Steering Committee Meeting

Friday, September 21, 2018

Attendees:

Erin Elman, Dean of the College of Critical & Professional Studies (co-chair)
Shelton Walker, AVP of Special Projects (co-chair)
Maurice Baynard, Senior Lecturer, School of Critical Studies
Bill Gast, Trustee - President of Mangos (*Not in attendance*)
Michael Johnson, Assistant Professor, MBET Program Director
Elise Juska, Associate Professor, Creative Writing
Jeffrey Kisler, Registrar
Neil Kleinman, Director of the Corzo Center for the Creative Economy and Professor of Innovation & Entrepreneurship
Heeseung Lee, AVP of Admissions
Len Lipkin, Director of Information Services
Sara MacDonald, Public Services Librarian (*Not in attendance*)
Paul Matteson, Assistant Professor, School of Dance
Lexi Morrison, Title IX Coordinator & Diversity Administrator
Angela Reichers, Associate Professor, Graphic Design Program Director
Rebecca Sack, Assistant Professor, Director Fine Arts Program
Fadi Skeiker, Associate Professor, School of Theater
Erik Van Horn, Associate Professor, Game Art Program Director
Sheila Watts, Associate Dean, College of Critical & Professional Studies

Discussion Items:

Question: What is the one thing about UArts you find most exciting/gets you up in the morning?

- "Never a dull day at the office"
- "Fascinating, compelling, creative + interesting people with infinite possibilities"
- "That after many years of discussion we are investing in updating our facilities"
- "Strong leadership – strong future"
- "The talented, passionate, hardworking and uniquely driven students"
- "Dynamism, quirk, energy, and drive of students"
- "Witnessing the creative evolution of our students over their careers"
- "Warmth; Ease; Allowance; Full-on Engagement"
- "My colleagues – faculty"
- "So much potential in so many ways"
- "Driven students"
- "Environment, I can be myself and I enjoy working with my colleagues"
- "Location Location Location"
- "Creative energy"
- "Problems that are opportunities"
- "The talent and hard work to master skills the undergrads bring"
- "The capacity for true insight & revolution in our students when taught well"
- "The opportunity to be more creative in my approach to instruction"
- "small community = strong relationships"
- "Energy"
- "Creative opportunity"
- "Diversity"
- "Theater + film + music/dance + art = awesome"

Intro from Shelton + Erin:

They are going to ensure this is going to be a productive/good process. The institution is at a moment – changes, opportunity to create the institution that we dream of for ourselves and our students. Strategic planning in one semester but really have been doing this for two years with the Middle States Accreditation Process. There is evidence of smaller changes in the self-study that lead to this moment. Can see what is on the other side of the tunnel and we decide how we get there. Have set the schedule for the semester (see below). David is grateful to everyone in this room and for your time commitment. Everyone here has been asked to be part of the steering committee because you have vision/leadership even if you aren't experts in strategic planning. A trustee will also be joining this group, Bill Gast who is president of [Mangos](#) where part of what they do is strategic planning.

Glossary of Terms for Strategic planning

Strategic Planning Process (looking at documents included in the yellow folder)

- Strategic planning template/timeline
 - Begins with mission/vision planning
 - Historical/Institutional context – have Sara MacDonald as a resource + Shelton
 - Refinement of the pillars + institutional goals
 - Identifying/outlining initiatives from the goals/objectives
 - Develop during a day long retreat with the entire committee. Break into groups based on pillars/goals. Members of this group will serve as facilitators/leaders for break out groups.
 - Important to have metrics we are working towards – don't have to be exact but grounded within an environment where all the initiatives have measurable outcomes
 - Another group will then take on the role of identifying budget, timeline, owner, etc.
 - Ideally this process will drive our budgeting/resource allocation
- Begins with the mission/vision planning
 - All agree the mission statement is currently lacking. It is too long, lectures, doesn't sufficiently focus on values, confuses the issue of mission and value, feels didactic and condescending, isn't able to be summarized.
 - Have decided that this process needs to start by fixing the mission statement and start from scratch. Will be bringing in Frank Oswald, a consultant, to work with us on this.
 - During the next meeting with the full group (Sep 28) there will be breakout groups which discuss the university and its values and develop material for Frank. Frank will then take this material back and come up with three distinct options. This process will be repeated with other constituents as well. Will be good to have a singular voice, powerful, impactful, unique, somewhat aspirational statement.
- Other examples of Strategic Plans
 - Like these documents, the implementation plan (owner, funds + details) will be separate from the strategic plan. Each plan has a similar format and it may be best to start with this framework
 - All agree the CCA plan has more details – appreciate that they built in an assessment moment
 - SVA had a good rhythm to it
- Strategic planning glossary - Objective v. Goals
 - Doesn't matter which one, but consistency in language is essential
 - Middle States uses the language of goal
 - Goal can be more flexible
 - Goals are the end destination – but the objective is how to get there
 - Goal is more about visioning (strategic planning) and maybe it shifts to object in the implementation plan
 - Soccer game – objectives are what you do to get a goal on the field
 - “Guiding Principles” “Requirements for Success” also options

Refinement of Pillars/Goals

- Ideally the pillars should be large buckets that all goals will fall under
- Noticing that pillars + goals repeat themselves – could collapse some and some could move. Want to be concise
- Active + Aspirational, Outward facing and reflecting inner goals
- Define success for ourselves so we are hyper clear on what we mean. Need to be more precise in our wording
- Structure is important – need to have a template for our strategic conversations.
 - Diversity as its own thing or falling under each larger category?
- What is our magic gold as an institution and can we articulate it for the pillars. Pillars right now don't seem right for this university
- Collaboration as a fundamental piece of what UArts is needs to be part of this conversation.
- I. Supporting Student Success
 - Getting the right students, have the right support for them here and giving them support to do well outside of UArts
 - Retention rate + graduation rate are measurable opportunities to look at student success
 - Where are you putting the measuring stick in – need to put it outside of just the university. Look at what students do once they leave here, not just what they are doing while they are here
 - Alumni success + engagement can also be measurable. Could also interview employers of recent alumni – less introspective, more about the exterior world
 - Sounds passive versus “Promoting Student Success” “Encouraging Student Empowerment”

The skeleton/structure will be decided after the discussion of mission statement. (October 19th) Will continue on October 26th if needed.

Next Meeting (September 28th) Structure:

- Maurice present about good to great, Frank present about the process and then break into 3 sub groups
- Student Involvement
- All agree it might make both sides disingenuous to have students in the same room, better to have a sub-meeting for both mission and strategic planning with students
 - Essential to include recent alumni (max 3 years out)
 - Also should engage transfer students both ways (those who come and those who leave)

Next Steps:

Jessica:

Invite all members to meetings, set up locations + food

Edit Maurice's good to great power point?

Erin + Shelton:

Invite students to be part of the process

Engage Alumni

**For reference, members of the entire
Strategic Planning Committee include:**

Jill Anitto, Assistant to the President, President's Office
Maurice Baynard, Assistant Professor, Critical & Professional Studies
Tracy Bartholomew, Director for the Center for Teaching & Learning Assessment, Provost
Justin Bernard, Shop / Studio Supervisor, Industrial Design,
Mariann Cardonick, Assistant Vice President of Student Financial Services, SFS
Mary Louise Castaldi, Reference Librarian, University Libraries
Amy Dugas Brown, Head of Theater Management and Production, School of Theater
Donna Faye Burchfield, Director of the School of Dance
Elizabeth Carter, Access Services Librarian, University Libraries
Stephen Cirino , MBET
Marc Dicciani, Dean of the College of Performing Arts
Melissa DiGiacomo, Director for Continuing Studies Operations, Critical & Professional Studies
Rosi Dispensa, Director for Pre-College Programs, Pre-College
Erin Elman, Dean of the College of Critical & Professional Studies
Gigi Giusto, Student Affairs Coordinator, Student Affairs
Beck Gusler, Associate Director for Operations, SFS
Shayla Vie Jenkins, Assistant Professor, School of Dance
Michael Johnson, Director of MBET Program
Elise Juska, Associate Professor, Creative Writing
Jeffrey Kislser, Registrar
Neil Kleinman, Director for Corzo Center for Creative Economy, Center for Creative Economy
Heeseung Lee, AVP of Admissions
Len Lipkin, Director for Information Services, OTIS
Sara MacDonald, Public Services Librarian, University Libraries
Matthew D. Manhire, Assistant Professor, School of Music
Anne Massoni, Program Director, Photography
Paul Matteson, School of Dance
Emily Mattingly, Director of First Year Writing, Critical & Professional Studies
Jennifer McGinn, School of Dance
Larry Mitnick, Program Co-Director, Core Studies, College of Art, Media, and Design
Rhonda Moore, Student Financial Services Counselor, SFS
Lexi Morrison, Title IX & Diversity Administrator, President's Office
Caitlin Perkins, Director of Continuing Ed & Special Programs, Critical & Professional Studies
Karen Pollard, Museum Studies Coordinator, Museum Studies
Som Prasad, Web Content and Analytics Manager, Enrollment Marketing
Joe Rapone, Interim Dean of the College of Art, Media, and Design
Angela Riechers, Associate Professor, Graphic Design
Jordan Rockford, Assistant Director for Faculty Outreach and Support, Advising
Rebecca Sack, Program Director, School of Art
Mara Scrupe, Professor, Fine Arts
Fadi Skeiker, School of Theater
Lori Spencer, Director of the School of Art
Erik Van Horn, Associate Professor, Game Art Program Director
Shelton Walker, AVP for Special Projects
Sheila Watts, Associate Dean for Continuing Studies, Critical & Professional Studies
Jesse Zaritt, Assistant Professor, School of Dance

Strategic Planning Timeline & Schedule

Date	Strategic Plan	Mission / Vision
Friday Sept. 21	Steering Committee Meeting 10am - 12pm Timeline, process, deliverables	
Friday Sept. 28		All Committee Meeting 1-5pm Mission / Vision conversation Facilitated by: Frank Oswald
Oct. - TBD		President's Council (TBD) Mission / Vision conversation Facilitated by: Frank Oswald
Friday Oct. 19	Steering Committee Meeting 9am - 1pm Agenda setting for All Committee group work	
Friday Oct. 26	Steering Committee Meeting (TBC) 10am - 12pm	
Friday Nov. 2	All Committee Meeting 1-5pm Strategic Plan group work	
Friday Nov. 16	Steering Committee Meeting 2 - 4pm Review of group work & incorporation into strategic plan template	
Thursday Nov. 29		President's Council (TBD) Mission / Vision presentation & discussion of 3 alternate versions Facilitated by: Frank Oswald Steering Committee Meeting 11am - 12pm Mission / Vision presentation & discussion of 3 alternate versions Facilitated by: Frank Oswald
December	<i>Strategic Plan draft sent to President, then President's Council, then Board of Trustees</i>	
January TBD	All Committee Meeting w/ President Wrap-up / discussion Town Hall delivery - President shares Strategic Plan with broader community	