

Refining Goals / Objectives All Committee Meeting

Strategic Planning Steering Committee Meeting

Friday, October 19, 2018,

Discussion:

Confirmation of nomenclature (goals / objectives etc)

- David's current goals read more as objectives – need to decide what our definitions are
- A hierarchical structure – begins with the overarching pillars
 - Goal: Desired Destination
 - Objective: Measurable Outcome, begin with a verb – an action
 - Initiative: Strategy – cluster of tactics that form an action that leads to the objective that ultimately reinforces your goal
 - Tactics: Granular aspects of the initiatives
- Using this structure will be helpful in presenting the document to the outside world, who tend to have a similar perception of these terms. Allows us to be more transparent and logical in the way we are proceeding which makes the process more attractive to the outside
- Can decide what is public after the document is complete
- Creating a framework – we may not put all the flesh on it

4 Pillars Existing – emerged out of the strategic conversation we had almost a year ago (Strategic Priorities)

Supporting Student Success

Investing in our faculty as leaders in their field

Re-envisioning our campus through strategic capital improvements

Developing innovative programming

- Should be the highest priorities – what rises to the top
- Adding staff to the second one is important (people play multiple roles)
- Supporting student success – troublesome because how do we define success? Is it what they are doing now or what they are doing 5-10 years from now. Don't know what it means to support student success – do well in class, be happy in classes, imply that they will have a purposeful role in society. There is a difference between broad and ambiguous – which is this?
 - The 3-year timeline lends some authority to focusing on the student. Can build things that will have an impact 5-10 years down the line, but essential to build in things that have an impact in the near future
 - Feels somewhat trite (success is one of those plug and play words)
 - Nervous that this statement is too generic
 - What if everyone has a different idea of what student success means (subjective term)– does it blur how they implement this
 - Could add a time line to the statement
 - “Supporting Creative Success” – don't want to take students out of the equation completely
- If you start by looking at the goals you see sustainability, diversity, retention and building our narrative/position. What is in the four pillars that relate to those things as well
 - These four things may be more objectives than the goals
- Have put an aspirational stake in the ground to become the place of choice – if this is going to be what separates us from other options, then what these 4 pillars are doing is saying that in order to become the place of choice we need to focus on x, x, x and x. Students, Faculty, Campus + Programming. Without these 4 things we will not become the place of choice. 4 directions which are critical strategically to us becoming the place of choice.
 - Need to be careful not to explain everything in every aspect of this document – needs to build. Start simple with the “Place of Choice”
 - Who are the actors who are doing the choosing in a “Place of Choice” – students, faculty. There is another audience in the place of choice – donor class (choosing this place to invest in, government support) + business and civic leadership support
- Trying to make our pillars feel strong – they need to hold everything up
- Once we have a mission statement – some of this aspect might become a little more clear/less ambiguous
- Something arising out of this about creating critical/creative thinkers

- Not just artists but creative thinker in other fields
- Leader is problematic word – game changers versus leaders
- Empower
- Activist/Activism
- Influencer
- *vocabulary that can begin to inform the spirit of the document
- Continuously aspirational
- Empathy
- Place for unconventional thinkers, dreamers and doers
 - Community innovators – designers
 - Don't have one word that covers everything
 - Without steering or ethics unconventional thinker isn't being steered
- ***Come back to these after the mission statement options come back – end of November**

7 Goals Existing

1. Improve our facilities to support student success
 2. Effectively tell our story both internally & externally
 3. Attract and retain the most highly qualified students
 4. Commit to diversity among our students, faculty & staff
 5. Build a sustainable economic model for success
 6. Attract and retain top faculty & staff
 7. Create a culture of customer focus and service
- These can be rephrased – but keep the essence
 - Not trying to fit goals into pillars anymore – they can cross over
 - #1 – Facilities
 - Add in infrastructure to encapsulate technology, etc
 - Currently among one of our weakest links keeping us from being the Place of Choice
 - Design a dynamic environment that matches our educational vision – not merely a boilerplate of “improve our facilities” – that phrase can go to the objective level
 - **Align our space whether physical or virtual with our educational vision**
 - **Have space that is aligned physically and virtually with our educational vision**
 - NEW GOAL – Philadelphia
 - Encapsulates our relationship with Philadelphia – re-visioning campus –leverage or capitalize our relationship with the dynamic city – critical to our story “center of center city” Our campus is the center stone of the avenue of the arts – center to the arts community. Leveraging the context of Philadelphia. Innovative arts scene – alternative arts. Philadelphia is underground - more individual expression
 - **To be recognized as an innovator in arts education...**
 - **Culturally/Artistically rich community here – business rich – the kind of people who are graduating fit into all industries/parts of societies. Recognized/not a secret in our own town – comes back to the positioning of the place of choice**
 - Philadelphia in relationship with the world – saying we are “famous” before we are - aspirational
 - #2 – Our Story
 - Very vague, re-word to be more specific. Telling our story to the student, to the community, to potential faculty, to the community internally, etc
 - Don't know what story we want to tell yet – need to say “know our story and be able to tell it”
 - Have to end up with a brand house (that deals with our story) – articulates our position, what our promise is going to be if you engage with us, our audience, and 3 or 4 key messages that are value based (communication pillars). What differentiates and distinguishes us, how do we consistently tell it and how do we live it. Make the messaging simple, clear, genuine and broad enough spectrum wise that covers the diversity of activity here.
 - **Capture and consistently/effectively tell our story both internally & externally**
 - #3 – Students
 - Right-fit students versus a highest quality student. Highly qualified came out of not enrolling the students who perform “best” at auditions

- Right fit applies to both the university and the student. Are they right for us and are we right for them?
 - What is the language of the best student?
 - Open-minded is a great term for our students. Attract open-minded, motivated
 - Fearless – be willing to put something down on paper, gutsy
 - You can create incubator environments that is not so much about the skill you bring in but your mindset
 - Integrity, diversity, excellence, creativity, passion, collaboration
 - Students who own their education – create more opportunities
 - **Attract and retain engaged, collaborative, and open-minded students who want to own their education.**
- #4 – Diversity
 - Needs to be more lofty and aspirational. Don't like the word commit.
 - What does diversity bring to our institution? What do we mean by diversity? Do we mean by the numbers? What is diversity and why do we value it?
 - Diversity of ideas, sexuality, race, etc.
 - Diversity taskforce is looking at diversity of: curriculum, policies & communication, culture, and representation & advancement. Will be adding in student access. *taskforce is an essential part of the implementation portion for diversity
 - Can't be a vibrant, creative arts community without diversity (points of view, perspectives, etc.) Fundamental to the university
 - Students should shape us and we should shape them – open pathway/dialogue, spectrum, community
 - Sentence should identify why we want diversity –the value of diversity
 - Enriches the experience of the students. Influences the relevancy of the university
 - **Create a space that encourages diversity of ideas, people and points of view (perspectives).**
 - **Have a freedom of diversity that is central to the university's ideas, people and perspectives**
 - **Have a central space that is diverse in ideas, people and perspectives**
 - Equitable
 - **Have a university that is equitable and diverse in ideas, people and perspectives that ensures an open dialogue**
- #5 – Economic Model
 - Take out “for success” and “economic” – does the statement get broader to incorporate other resources?
 - Underwriting our academic programs with residence halls – not sustainable (where this goal came from)
 - All our resources are limited and valuable and we don't always act that way – not always thoughtful using our resources
 - Develop resources that create economic autonomy, promote new program growth and support creative initiatives
 - Efficiency – money channeled in productive way, tied to planning
 - Allocation of resources – smart, thoughtful and strategic in looking at our business model
 - Aspirational and positive but needs to speak to difficult decisions
 - Business – should we embrace this word?
 - Relevance + sustainability (cliché – could suggest the status quo)
 - Arts are a business – test this out in the bigger group?
 - Viable economic environment - Want to thrive not survive
 - **Create and sustain a thriving and relevant business model.**
- #6 – Faculty + Staff
 - Issues with the way faculty is being treated + number of hours they are being required to teach. They need to time to maintain relevance in the field, Willing to look at our evaluation methods to ensure our faculty + staff maintain their excellence. Making sure the right people are on the bus –objectives
 - Want uarts to become a place that is synonymous with the best people in x field - the people students aspire to study with
 - Dynamism – experts in our fields, exemplifying best practices – continue to help people on their path of research/professional development. Investment in projects/research.
 - Goes back to equity in some way – balance around work load/opportunity for promotion

- Potential
- Active community member with UArts
- To be recognized as a (functional?) community of exceptional faculty and staff
- Connected student, faculty + staff
- Combine this with the one about the students?
- If you have a value to the community you will do it for free
- Needs to include and elevate the staff – draw a creative, eccentric staff
- Room for growth in positions – down to administrators? Create an environment where this position seems like a place to do exciting things
- Create a community of excellence - functioning/legendary community
- #7 – Customer Service
 - Create a community where people are valued and feel valued
 - Articulating the attributes of the community – the kind of culture you want to create within it
 - Culture flows downhill – community is affected by culture. Leadership that doesn't walk the talk won't succeed with creating the culture they want
 - Culture is essential - Community is shaped by the culture
 - Have a culture that is genuine to the core values and is reflected in/embraced by the community. (1st goal – will shape everything else) ensures we walk through this process with authenticity

Diversifying revenue streams – raising money should never be a goal because that supports your economic engine. That supports your vision and your outcomes. If the outcomes are good people want to be connected.

- Not a goal – secondary and self-evident next step
- Objective that would be part of the economic model goal
- This document will be a companion piece of the comprehensive campaign

New Goals (in the order of telling the story)

1. Culture
2. Right Fit/Community/Who is on the bus
3. Diversity/Equity
4. Infrastructure
5. Economic/Business Model
6. Leveraging Philly
7. Capture/Story Telling

Could also all be inset under culture/values driven? 2-7 as breakout groups for the full team?

Next Steps:

Bring outside “experts” at the tactical level

Right fit as the model next time

2 from Steering Committee per group