Strategic Planning Steering Committee Meeting Minutes
Friday, October 26, 2018

Schedule Moving Forward from 10/26:
- Friday, 11/2 1pm-5pm: Strategic Conversation Day -
- Friday, 11/16 2pm-4pm: Regroup with Strategic Planning Steering Committee to refine outline of Strategic Plan (revisit pillars/Strategic initiatives, Goals>Objectives>Initiatives>Strategies(?))
- Thursday, 11/29 11am-12pm: Regroup with Strategic Planning Steering Committee to give feedback to Frank Oswald regarding three mission statements proposed

Discussion:

Update on Mission:
- Frank met with President’s council yesterday and identified 5 points/through lines that emerged throughout all of the mission conversations to see if there was anything they felt was totally off balance or missing.
  - Something new that was brought up was the shifting demographics of our students.
  - They linked relevance to diversity, which rose to a higher level.

Discuss 6 Goals – created/edited by Erin, Shelton + Bill after the 10/19 meeting
- **Goal 1**: Cultivate an exceptional community of students, faculty and staff
  - Feels like it’s saying we aren’t already an exceptional community
  - Cultivate – something that already exists which needs further stimulation – room to grow
  - “Support”, “Nurture”
  - **Cultivate an exceptional creative community**
- **Goal 2**: Create a university that is relevant and diverse in ideas, people and perspectives
  - **Create a university that is relevant and diverse**
- **Goal 3**: Align our physical and virtual infrastructure with our educational vision
  - **Align our infrastructure with our vision**
- **Goal 4**: Forge a thriving business model
- **Goal 5**: Leverage the arts, culture, and commerce of Philadelphia
  - Dislike commerce but it is used to try and incorporate the job market and leverage feels too utilitarian – working with versus using. 2 way relationship
  - Community is already interwoven – just enhancing this existing relationship (already embedded but want to better capitalize on all of those things to better our students and put a shine on Philadelphia)
  - “Elevate our engagement with the arts, culture and....” – “Elevate our role in the arts, culture and civic life of Philadelphia”; “Enrich our engagement in the arts, culture and civic life of Philadelphia”
  - Civic life – economic, community, political, social life of Philadelphia – represented by the avenue of the arts. Does civic life include arts + culture? – it can but we use it more as political/civic, “Economic life”, “industry”, “Daily life”, “Economic and Civic Life”, “Connect”
  - “Dynamic”, “Enrich our Engagement”, “Expand our collaboration” “Deepen our engagement”
  - **Deepen our collaborations with Philadelphia**
- **Goal 6**: Capture our story and tell it effectively both internally & externally
  - Capture? – better word
  - **Tell our story effectively**
Outline/Structure of the Strategic Planning FINAL document

- Mission + Vision (history/context)
- Culture Statement (values driven)
- 6 Goals
  - Objectives
  - Initiatives
  - Implementation

Notes:
- Pillars will be reconsidered at next Steering Committee Meeting
- Implementation plan - created and owned by President’s Council -- this is where tactics reside

Environmental Scan/SWOT Analysis
Steering Committee will guide/lead the discussion - serving as facilitators - keep people focused on the objective/initiative level

- Good to keep in mind that the Strategic Planning is named “Becoming the Place of Choice”
- Objectives are broad + measurable. People tend to go straight to the tactics – put it on the side, on a different piece of paper (Parking Lot) and then refocus them on the objectives.
- Get the ideas/good thinking out – okay if they don’t align perfectly right now or are messy. You are soliciting concepts/ideas and then they can be shifted/edited to fit more realistically later on.
  - Want to make sure you get as much info out as possible so the important points rise up – always move the conversation forward and capture the breadth of issues
- Structure of the session:
  - SWOT (strengths – internal lens positive view; weaknesses – internal lens; opportunities – the larger field (internal/external); threats – what could harm us internally or externally
    - Not black and white – many ideas will fit into more than one bucket
    - Parking Lot – if the group is getting derailed capture the idea and then refocus on goal
  - Refocus the group on the opportunities/weaknesses to identify 3-6 broad/measurable objectives.
  - How can you turn strength/weaknesses into objectives?
  - Identify possible initiatives under the objectives

Modeling Goal #2 Relevance (won’t be part of the larger group day – come back later)

- Strengths: What do we do well?
  - Creative entrepreneurship throughout the university
  - Address every discipline and field in the creative community
  - Partnerships + connections that are meaningful to our students and the community
  - Significant resource for continuing education
  - Individual attention to students
  - Independent/creative problem solvers who are flexible to the changing times
  - Internships? (do we include something that is on the horizon? Put everything that is said and then come back later
  - New technology centers
  - Location (&opportunity)
• Weaknesses
  o Limiting curriculum
  o Don’t plan well for ideas (prioritization, budget, etc.), lack of thoughtful planning, also a threat
  o Internally don’t do technology well
  o Using assessment results in a thoughtful way
  o Deferred maintenance
  o WAWA (& threat) – safety, relevant to this conversation

• Opportunities
  o Bridge the traditional + the digital
  o Links between the schools and critical studies
  o Destination for citizens of Philadelphia
  o Professional relevance

• Threats
  o Rapid rate of change in society + technology
  o Perception of the value of an arts education

• Measurable Objectives – solicit what could be measured
  o People who aren’t part of the UA rts community interacting with shows/galleries (*part of relevance versus the city of Philadelphia) – Increase engagement
  o Expand our outreach programs (enrollment, revenue marker)
  o Acquire, maintain and refresh technological assets *where is this important to us being relevant
    ▪ Faculty + Staff Training
    ▪ Establish refresh plans in all technological departments
    ▪ Ensure we have platforms that allow students to engage in current modalities of learning (educational accessibility)

Assign Facilitators to Groups
1. Creative Community: Sheila, Erin & Paul
2. Diverse Community/Diversity: Fadi, Maurice & Lexi
3. Infrastructure: Michael, Jeffrey & Len
5. Philadelphia: Rebecca & Neil
6. Telling Our Story: Bill, Angela & Elise

Next Steps:
Shelton: Create and share a cheat sheet for facilitators (email by Wednesday)
Erin & Shelton: Break up the larger Strategic Planning Committee into 6 groups
Kate: For 11/2:
  o Confirm 6 rooms are reserved (w/Melissa)
  o Create nametags with grouping noted (#1-6)
  o Confirm Catering (w/Melissa)
  o Find and distribute: Notepads/Easels, Markers in all 6 spaces