University Board of Trustees

Strategic Planning Workshop

January 19, 2010
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.
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.
<table>
<thead>
<tr>
<th></th>
<th>July-September</th>
<th>October-December</th>
<th>January</th>
<th>February-May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission-Vision Reaffirmation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Scans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Goals</td>
<td></td>
<td>Strategic Goals</td>
<td></td>
<td>Action Plans</td>
<td>Strategic Plan</td>
</tr>
<tr>
<td>UBOT Workshop</td>
<td></td>
<td>UBOT Workshop</td>
<td></td>
<td>Gap Analysis</td>
<td>UBOT</td>
</tr>
<tr>
<td>January 19</td>
<td></td>
<td>January 19</td>
<td></td>
<td>Supplemental Plans</td>
<td>Review/Approve June 15</td>
</tr>
</tbody>
</table>
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
Strengths:
- Faculty and staff
- Physical plant
- Quality of programs
- Student outcomes
- Technological infrastructure and information resources
- Community engagement

Weaknesses:
- Continued growth of resource base
- Potential space shortages
- Youth of alumni base

Opportunities:
- Differential tuition and technology fee
- Increasing bandwidth
- Improving economy

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.