

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
 - "Participating"- too weak, "Active Engagement", "Elevate" – symbiotic relationship but want always want to elevate that, "Further Our" (continuation/expansion), "Deepen our relationship/connection with", "Mutually invigorate"
 - 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**

Note: The overarching statement of culture will be created later

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**
 - Limiting curriculum
 - Don't plan well for ideas (prioritization, budget, etc.), lack of thoughtful planning, also a threat
 - Internally don't do technology well
 - Using assessment results in a thoughtful way
 - Deferred maintenance
 - WAWA (&threat) – safety, relevant to this conversation
- **Opportunities**
 - Bridge the traditional + the digital
 - Links between the schools and critical studies
 - Destination for citizens of Philadelphia
 - Professional relevance
- **Threats**
 - Rapid rate of change in society + technology
 - Perception of the value of an arts education
- **Measurable Objectives** – *solicit what could be measured*
 - People who aren't part of the UArts community interacting with shows/galleries (*part of relevance versus the city of Philadelphia) – Increase engagement
 - Expand our outreach programs (enrollment, revenue marker)
 - 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
4. **Business Model:** Eric & Shelton
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:

- Confirm 6 rooms are reserved (w/Melissa)
- Create nametags with grouping noted (#1-6)
- Confirm Catering (w/Melissa)
- Find and distribute: Notepads/Easels, Markers in all 6 spaces