

**STRATEGIC PLANNING ADVISORY COMMITTEE  
RETREAT  
THOUSAND HILLS DINING LODGE  
September 14, 2010**

The meeting was called to order at 3:15 p.m. with the following people present: Brad Chambers, Peggy Clark, Richard Coughlin, Doug Davenport, Lou Ann Gilchrist, Teri Heckert, Deb Kerby, Donna Liss, Gina Morin, Clifton Ricana, Paul Yoder, and President Paino.

After introductions, President Paino shared his vision for the committee. He would like to take a different direction with the committee by using a small group that will produce the plan in a short timeline. He wants a plan that is compelling enough that everyone knows about the goals of the University, with a process to make decisions from the bottom up.

**Discussion with the President**

Below is a summary of Lou Ann's notes of the discussion with the President regarding the role and responsibilities of the Strategic Planning Advisory Committee (SPAC):

- He would like us to look at the mission and suggested that the timing for doing so might be after we have substantially completed the plan.
- He expressed his belief that reflecting upon who we are will give us our direction.
- The next "big idea" often comes from accurately articulating our identity and culture.
- He suggested that we start with the last plan. If we can provide more focus with our document, the result could be something incredible.
- He would like a draft before the end of the academic year for approval of the Board in their August meeting.
- The economic situation helps us to make a compelling case to move as quickly as possible.
- It will be the responsibility of SPAC to connect with the groups who are already working on other important initiatives (i.e. sustainability, Athletics review and 16 to 1 groups, etc.)
- It is CRITICAL that we do a good job.
- He is looking for a plan that is elegant not voluminous.
- There is no "I" in Truman's plan; we need to focus on what is best for the University as a whole and not necessarily what is best for our particular areas of interest.
- The plan will cover 2011-2015.
- The last strategic planning effort resulted in a report that was overwhelming. There were so many directions presented that it was difficult to know where to focus your energy.
- We need to concentrate on the broad goals and indicators and then give those broad goals to the community to create action plans and identify specific outcomes.
- He is hoping that the goals we identify will be memorable and can be integrated into our culture.
- We need to remember to keep the main thing, the main thing; or, in other words, focus, focus, focus.

## Summary of Dyad Ideas Regarding the Criteria to Determine the Success of Our SPAC

### **Planning Theme:** Truman by Design: A New Era of Opportunity

SPAC is approaching the development of a strategic plan with a recognition of the importance of preserving the “Truman Experience”. Although the “Truman Experience” is difficult to define, we believe that it reflects the unique opportunities we offer for students, faculty and staff to engage in transformative learning experiences in and out of the classroom. Our community will be called upon to make significant changes in response to budget realities. We hope that our strategic plan will result in innovative and creative actions purposefully designed to enhance the “Truman Experience” while minimizing pressures on our diminishing resources.

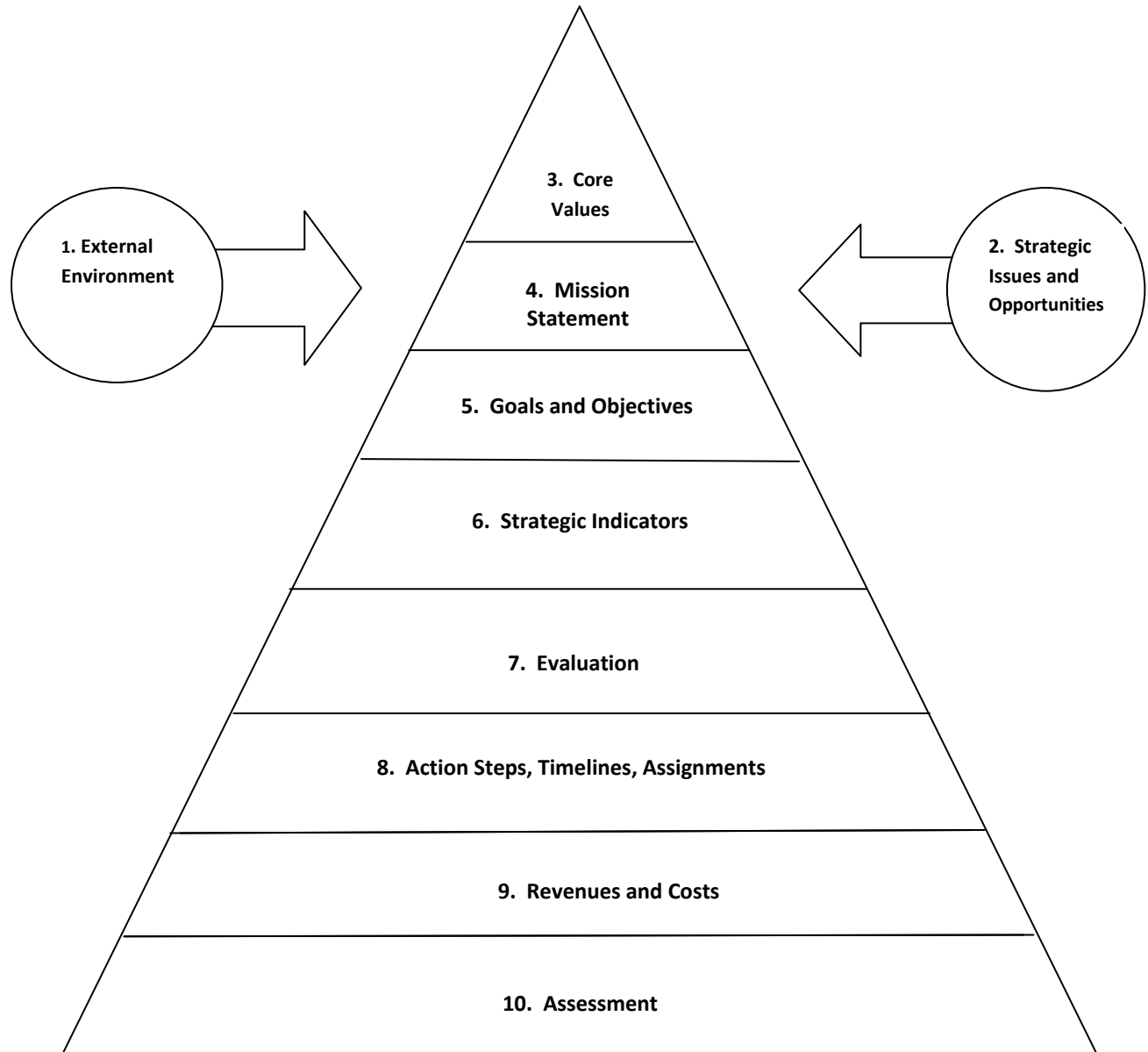
**Vision:** By August 2011, we will present a strategic plan to the Board of Governors that articulates who we are while shaping what we can become. We will survive and thrive as individuals through the process. The campus will survive and thrive as a result of our efforts.

| Criteria for Including Goals in Our Final Plan |                                        |
|------------------------------------------------|----------------------------------------|
| ✓                                              | Elegant                                |
| ✓                                              | Memorable                              |
| ✓                                              | Clear                                  |
| ✓                                              | Motivational                           |
| ✓                                              | Embraced by the community              |
| ✓                                              | Useful to planning and decision making |
| ✓                                              | Compelling                             |
| ✓                                              | Measurable                             |
| ✓                                              | Stimulate creating thinking            |
| ✓                                              | Reflect our institutional identity     |
| ✓                                              | Consistent with our values             |

| Guidelines for Our Process |             |
|----------------------------|-------------|
| ✓                          | Timely      |
| ✓                          | Interactive |
| ✓                          | Engaging    |
| ✓                          | Effective   |
| ✓                          | Informed    |
| ✓                          | Focused     |

## Strategic Plans Elements Discussion and Additional Information

Model and Descriptions taken from Chabotar, K.J. (2006). *Strategic Finance: Planning and Budgeting for Boards, Chief Executives, and Finance Officers*. Washington, D.C. Association of Governing Boards of Universities and Colleges.



**Step 1 External Environment Scan:** An environmental scan and analysis defines the general operating environment of the institution.

**Step 2 Strategic Issues and Opportunities:** Driven by the environmental scan and the institutions capabilities and history, strategic issues and opportunities suggest the vital areas for which the strategic plan must set direction.

**Step 3 Core Values:** The essential and enduring tenets of the organization.

**Step 4 Mission Statement:** The fundamental statement of the purpose of the organization and its reason for existing.

**Step 5 Goals and Objectives:** Goals are broad statements of strategic intent that describe what the organization will be like or how it will change if the mission is achieved. Objectives are specific outcomes to be achieved within a definite period of time related to the accomplishment of one or more goals.

**Step 6 Strategic Indicators:** A strategic indicator measures organizational performance in a critical decision area and is used to shape, inform and support policy-making.

**Step 7 Evaluation:** In the evaluation step we identify reference points against which to interpret the strategic indicators. Strategic indicators are evaluated in four ways: comparison groups, national averages, industry standard, and historically within the same institution.

**Step 8 Action Steps, Timelines, Assignments:** This step refers to the various means necessary for a strategic plan to be implemented.

**Step 9 Revenues and Costs:** The most significant determinant of a strategic plan's feasibility is how much it will cost. This level of analysis is ensuring that the plan does not exceed the resources available to implement it.

**Step 10 Assessment:** This is an ongoing process using a variety of data sources to determine progress and identify when changes are needed.

SPAC tentatively decided that we would be concentrating on the first six to seven steps leaving the final steps to the individual departments and offices on campus.

## Timeline Discussion

|                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Retreat</b>                                                                                                                                                                                                                                                              |
| <b>Factfinding Phase</b><br>Feedback from SPAW<br>Create communication plan<br>Environmental scanning<br>Review mission, values, & other University documents<br>Create liaisons for constituency and initiative groups<br>Input from the Truman community                  |
| <b>Midterm</b>                                                                                                                                                                                                                                                              |
| <b>Hypothesis Phase</b><br>Agree on "big picture"<br>Create tentative goals<br>Create tentative strategic indicators/outcomes<br>Connect with constituency and initiative groups<br>Feedback from campus community                                                          |
| <b>Semester Break</b>                                                                                                                                                                                                                                                       |
| <b>Refining Phase</b><br>Compile campus feedback<br>Revise ideas based on campus feedback<br>Finalize goals<br>Finalize strategic indicators/outcomes<br>Gather input on objectives<br>Connect with constituency and initiative groups<br>Prepare draft for campus feedback |
| <b>Midterm</b>                                                                                                                                                                                                                                                              |
| <b>Final Preparation Phase</b><br>Review campus feedback<br>Revise based on campus feedback<br>Create process for developing action plans<br>Create process for assuring accountability<br>Present final draft to President                                                 |
| <b>Graduation</b>                                                                                                                                                                                                                                                           |
| <b>Presentation Phase</b><br>Prepare document and materials for the Board of Governors<br>If approved, prepare plan for distribution to campus community & other constituencies.<br>If not approved, revise as appropriate                                                  |
| <b>August BOG Meeting</b>                                                                                                                                                                                                                                                   |

Lou Ann took some liberty to refine our timeline by creating phases and filling in some general steps. We will need to further refine and revise the timeline as we move forward.

The next meeting will be held September 21, 2010, in the Conference Room of the Student Union. A tentative agenda for next week's meeting will include discussing the breakout session reports from this summer's SPAW, preparing a communication plan, and providing a definition from an authority the difference between evaluation and assessment.

The meeting closed at 7:00 p.m.