



STRATEGIC PLANNING STEERING COMMITTEE

**SOUTHERN CONNECTICUT STATE UNIVERSITY
MARCH 3, 2006**

PLANNING WORKSHOP



Agenda

∞ Friday, March 3, 2006

- ✓ 8:30-9:00am: Breakfast
- ✓ 9:00-12:00pm:
 - Introductions
 - Setting the Context for the Strategic Planning Process
 - Reviewing the SCSU Strategic Planning Process
 - Reaffirming the SCSU Mission Statement
 - Identifying Strengths, Weaknesses, Opportunities and Threats
- ✓ 12:00-1:00pm: Lunch
- ✓ 1:00-3:30pm
 - Identifying SCSU Strengths, Weaknesses, Opportunities and Threats: Report Back
 - Creating a SCSU Vision Statement
 - Creating a SCSU Values Statement
- ✓ 3:30-4:00pm: Next Steps: Appointing Working Groups
 - Chairs
 - Preliminary Topics



What is a Strategic Plan?

∞ Definition

- ✓ A Plan Defines Mission, Vision and Values
- ✓ A Plan Delineates Goals, Objectives and Priorities for the Institution Over a Designated Period of Time
- ✓ A Plan Fulfills the President's Objectives and the NEASC Mandate



The Players and Their Roles

THE PLAYERS

- Governing Board
- President
- Provost
- Senior Managers
- Faculty, Staff, Managers, and Students
- Managers, Faculty, Staff, Students, Alumni, Other Stakeholders

THEIR ROLE

- Organizes itself to oversee planning and approve major recommendations; in this case, it receives the Plan
- Is the “chief planning officer”
- Serves as technical advisor to, and guardian of, the “strategic planning process”
- Constitute the planning leadership/cabinet
- Constitute the University Strategic Planning Steering Committee and workgroups
- Participate appropriately, as defined by the process

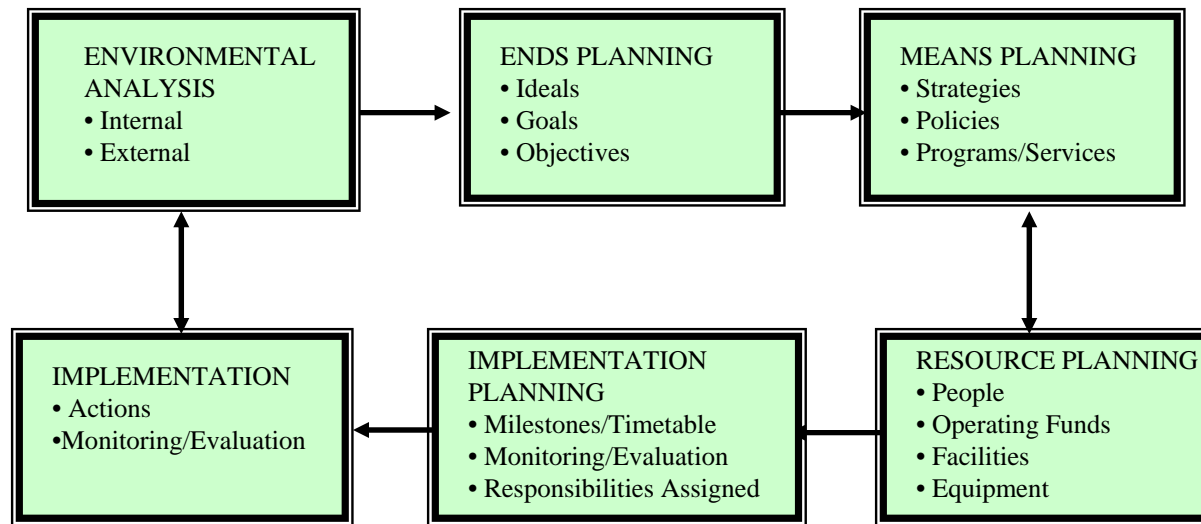


I. What Constitutes an Effective Strategic Plan

- ∞ An *effective* Strategic Plan reflects thoughtful and considered discussion:
- ✓ realistic and objective evaluation of the **current status** of the institution
 - ✓ evaluation of the **resources** that the institution can bring to bear for change initiatives
 - ✓ recognition of the many **internal priorities** which compete for attention
 - ✓ reflection of the changes in the **environment** within which the institution exists
 - ✓ consideration of the **competition** faced from similar institutions
 - ✓ commitment to further advance the fundamental **mission** of the institution
 - ✓ understanding of the **vision** of where the institution wants to be in three to five years
 - ✓ Articulation of institutional **values**



II. Overview of A Generic Strategic Planning Process





III. Outline of the SCSU Strategic Planning Process

SUMMARY TABLE OF ACTIVITY

Date	Participants
March 3, 2006 9:00 a.m- 4:00 pm	Strategic Planning Workshop: Steering Committee
March 10, 2006 9:00 a.m- noon	Chairs of 10 Working Groups and Working Group Members: Strategic Planning Workshop
March-May, 2006	Bi-weekly Meetings of Steering Committee
March-May, 2006	Bi-weekly Meetings of 10 Working Groups
March-May, 2006	Focus Group Meetings, Interviews, and Electronic Surveys
June-August, 2006	Steering Committee Synthesizes Input and Assesses Subsequent Work
August 31, 2006	Preliminary Draft of Strategic Plan
September, 2006	Work Groups reconvene to review/provide input to Preliminary Draft
October, 2006	Plan Refinement
November, 2006	Plan Roll-Out

The strategic plan that is developed for 2008-2013 will drive the budget for AY 2008-2009. In January 2007, divisional planning will get underway and be completed no later than June 30, 2007.



III. Outline of the SCSU Strategic Planning Process

WORK STEP	TASKS & TIMEFRAME
#1. Conduct on-site visit to ascertain strategic planning readiness and context	<ul style="list-style-type: none">• Collect relevant documents<ul style="list-style-type: none">- College Catalogue- Previously generated survey results- Fact Book• Meet with President's Cabinet• Discuss essential elements of developing a strategic planning process that addresses the unique attributes of Southern Connecticut State University• Generate detailed work plan <p><i>Work Steps #1 through #5 shall begin in January, 2006 and shall be completed not later than March 1, 2006</i></p>



III. Outline of the SCSU Strategic Planning Process (cont'd)

WORK STEP	TASKS & TIMEFRAME
#2. Collect additional documentation from the University.	<ul style="list-style-type: none"> • Request <ul style="list-style-type: none"> - Previous Strategic Plan - Academic Plan - Academic Assessment Policies - Assessment Procedure for Academic Programs, as well as administrative and educational support departments - Strategic Planning Progress Reports to Board of Trustees - Recent Integrated Postsecondary Education Data System (IPEDS) Surveys - Student Satisfaction Surveys - Most recent New England Association of Schools and Colleges (NEASC) Accreditation Report - Most recent NEASC Self-Study - Tables of organization - Advisory Board rosters - Alumni Surveys - Employer Surveys



III. Outline of the SCSU Strategic Planning Process (cont'd)

WORK STEP	TASKS & TIMEFRAME
#3. Generate various documents for review and approval	<ul style="list-style-type: none"> • Forward draft one page announcement concerning strategic planning process to Project Director for initial approval • President to approve and grant permission to post on website
#4. Conduct initial fact finding	<ul style="list-style-type: none"> • Review and analyze all documents previously collected as well as any relevant consulting studies, surveys or program/administrative reviews conducted at the University • Report findings and conclusions to Project Director and Strategic Planning Committee • Finalize work plan and dates for further data gathering and analysis enumerated in work step #8



III. Outline of the SCSU Strategic Planning Process (cont'd)

WORK STEP	TASKS & TIMEFRAME
<p>#5. Prepare and conduct Planning Retreat for Strategic Planning Committee</p>	<ul style="list-style-type: none"> • Develop a draft agenda and handout materials for a 6-hour strategic planning session • Retreat to focus on drafting/validating institutional mission, vision and values statement • Meet with Project Director to review prior to conduct of retreat • Upon conclusion of review, finalize materials and agenda for strategic planning retreat • Receive President's approval • Conduct strategic planning retreat • Draft follow-up materials (mission, vision, values statements) and forward to Project Director for review • Materials forwarded to President and Strategic Planning Committee for further discussion • Materials to provide the parameters for work steps #6-12



III. Outline of the SCSU Strategic Planning Process (cont'd)

WORK STEP	TASKS & TIMEFRAME
#6. Develop Communications Plan and website materials for Southern Connecticut State University's Strategic Planning Home Page	<ul style="list-style-type: none">• Conduct teleconference with Academic Training and Development Computing Center Staff• Work with Project Director to determine further the format, style, and access to the Strategic Planning Home Page• Determine the kind of material to be posted on the Strategic Planning Home Page• Report progress to President and get feedback from Strategic Planning Committee concerning frequency of communication in hard copy and electronic form <p><i>Tasks to be completed January 15, 2006 through August 2006</i></p>



III. Outline of the SCSU Strategic Planning Process (cont'd)

WORK STEP	TASKS & TIMEFRAME
#7. Create data gathering instruments	<ul style="list-style-type: none"> • In partnership with the Project Director design data gathering instruments to ascertain perceptions of institutional strengths, weaknesses, opportunities and threats. Data gathering designed to inform strategic planning process but decision making shall be retained at Presidential and Cabinet levels. <ul style="list-style-type: none"> - standardized 1:1 interview guides for Deans, Directors, and Vice Presidents - standardized focus group questionnaires for undergraduate students, graduate students, faculty, department chairs, administrative staff, trades staff - standardized electronic surveys tailored to each of the following cohorts: <ul style="list-style-type: none"> -- undergraduate students -- graduate students -- faculty (full and part-time) -- staff -- alumni -- selected employers • Review drafts with President and Strategic Planning Committee to garner approval <p><i>Tasks to be completed January 15 through January 31, 2006</i></p>

III. Outline of the SCSU Strategic Planning Process (cont'd)

WORK STEP	TASKS & TIMEFRAME
<p>#8. Conduct data gathering and analysis that focuses on perceptions of institutional strengths, weaknesses, opportunities and threats</p>	<ul style="list-style-type: none"> • Conduct 1:1 interviews of one hour each with employees through the Dean and Director level • Conduct half hour telephone interviews with each member of the CSU Board of Trustees • Conduct selected focus groups of one and a half hours each with: <ul style="list-style-type: none"> - department chairs - faculty - selected administrative and trades staff representing the major functional areas (i.e., facilities, accounting, student services, etc.) - student government leaders and members (undergraduates and graduates) • Post electronic surveys (and utilize hard copy instruments as necessary) on Strategic Planning webpage for response from: <ul style="list-style-type: none"> - all undergraduate students - all graduate students - all faculty - all staff - selected alumni - selected employers - members of any Advisory Boards • Report participation rates to President and Strategic Planning Committee <p><i>Tasks to be completed February 10 through April 1, 2006</i></p>



III. Outline of the SCSU Strategic Planning Process (cont'd)

WORK STEP	TASKS & TIMEFRAME
<p>#9. Identify and report common themes from on-going review of documents, prior studies and data gathering enumerated in #8</p>	<ul style="list-style-type: none"> • In partnership with the Project Director, determine cross-cutting and common themes through analysis of raw data generated through electronic surveys • Develop summaries of common themes gleaned from one-on-one and focus groups • Crosswalk all of the findings enumerated above with prior documentation, studies, etc. forwarded to the Consultant Team • Generate summary report of common themes in draft form and forward to Project Director and Strategic Planning Committee for vetting • Work with Project Director to determine the degree to which common themes should be reported on the Strategic Planning website <p><i>Tasks to be completed April 15 through May 31, 2006</i></p>



III. Outline of the SCSU Strategic Planning Process (cont'd)

WORK STEP	TASKS & TIMEFRAME
#10. Develop strategic initiatives and goals. Amend mission, vision and values statements as appropriate	<ul style="list-style-type: none"> • In partnership with the Project Director assist in the drafting of germane strategic initiatives, goals and key performance indicators • Vet draft strategic initiatives and goals with Strategic Planning Committee and the President's Cabinet • Revise same and review with the President for her approval • Amend draft mission, vision and values statements as appropriate <p><i>Tasks to be completed June 1 through June 30, 2006</i></p>
#11. Draft Strategic Plan document	<ul style="list-style-type: none"> • Review and edit as necessary the draft 5-year strategic plan crafted by the Project Director and the Strategic Planning Committee <ul style="list-style-type: none"> - Critical elements to include: <ul style="list-style-type: none"> -- mission, vision, values, strategic initiatives, goals and key performance indicators/metrics -- high-level summary strategic plan to provide Vice Presidents the platform from which to develop their respective division plans beginning with AY 2006-2007 • Issue final draft to President and President's Cabinet for approval <p><i>Tasks to be completed July 1-July 22, 2006</i></p>



III. Outline of the SCSU Strategic Planning Process (cont'd)

WORK STEP	TASKS & TIMEFRAME
#12. Submit final draft Strategic Plan to Board of Trustees	<ul style="list-style-type: none">• President to forward final plan document to the Board for their information• President implements the strategic plan <p><i>Tasks to be completed during mid-August 2006</i></p>
#13. Establish monitoring mechanisms and benchmarking structures	<ul style="list-style-type: none">• Develop tactical plans to monitor ongoing implementation activities and performance metrics for reporting the accomplishments and progress of the plan. <p><i>As needed up to December 31, 2008. Rate to be negotiated.</i></p>



IV. Reaffirming the SCSU Mission

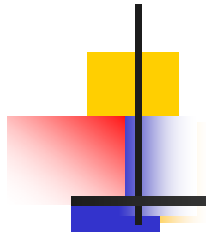
- ❧ Southern Connecticut State University is committed to constructing and maintaining an environment conducive to the creation, advancement, transmission, critique and preservation of knowledge by faculty and students. As a public institution, Southern is dedicated to the education of undergraduates in the liberal arts and in professional programs. As the leader of advanced study in the CSU system, SCSU is committed to the professional preparation of graduate learners for success in their careers and in service to their communities, including applied doctoral programs consistent with our historical mission. To this end, the University will emphasize and support excellence in the integration of research, teaching and creative activity. The University will also foster a culture that forges dynamic connections among academic disciplines.



IV. Reaffirming the SCSU Mission (cont'd)

∞ Mission (long-term)

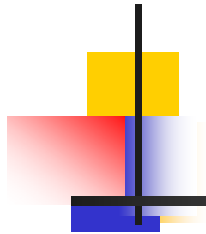
- ✓ Mandate
- ✓ Values
- ✓ Aspirations
- ✓ Constituency to be Served



IV. Reaffirming the SCSU Mission (cont'd)

∞ Is the Mandate Clearly Articulated?

∞ Are the Values Clearly Articulated?



IV. Reaffirming the SCSU Mission (cont'd)

∞ Are the Aspirations Clearly Articulated?

∞ Is the Constituency Clearly Identified?



V. Identification of Strengths, Weaknesses, Opportunities and Threats

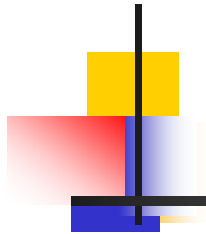
∞ An Environmental Scan identifies the internal and external principal drivers and framework that are the key planning factors to be considered and addressed in establishing realistic and targeted priorities for future institutional action.

S = Strengths

W = Weaknesses

O = Opportunities

T = Threats



VI. Report Back and Identification of Common Themes

∞ Common Themes



VII. Creating a Vision Statement for SCSU

- ❧ The Vision Statement should describe what the institution can or will be like in three to five years.
- ❧ The Vision Statement should affirm those activities that are important and should be celebrated as well as identify what should be changed.
- ❧ The Vision Statement should reflect and advance assertively the mission of SCSU.

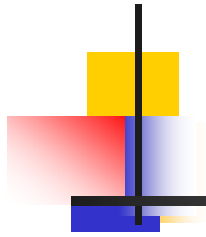


VII. Creating a Vision Statement for SCSU (cont'd)

∞ Examples of elements that might be considered over the 3-5 year period are:

- ✓ Targeted Growth Regionally
- ✓ Transformation
- ✓ Targeted Growth Nationally
- ✓ New and/or Discontinued Programs or Activities
- ✓ Partnerships/Alliances
- ✓ Entrepreneurial Ventures

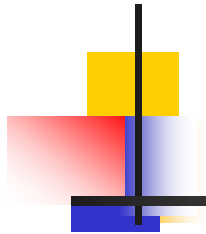
A Vision Statement implies movement, action and strategy.



VII. Creating a Vision Statement for SCSU (cont'd)

- Based upon the Mission Statement and the analysis of Strengths, Weaknesses, Opportunities and Threats articulate 3-5 elements that should be part of SCSU's Vision Statement:

- ---
- ---
- ---



VII. Creating a Vision Statement for SCSU (cont'd)

- Based upon the Mission Statement and the analysis of Strengths, Weaknesses, Opportunities and Threats articulate 3-5 elements that should be part of SCSU's Vision Statement:

4. _____

5. _____

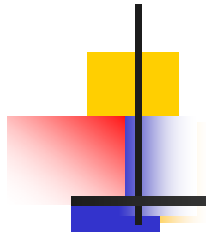


VIII. Creating a Values Statement for SCSU

- ∞ A Values statement should articulate those behaviors and attributes that do/should characterize the operating environment of the institution.

- ∞ A Values statement should flow naturally from the Mission and Vision statements.

- ∞ Examples include:
 - ✓ Caring, family environment
 - ✓ Student centered
 - ✓ Academic integrity
 - ✓ Diversity



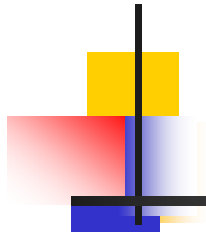
VIII. Creating a Values Statement for SCSU (cont'd)

➤ Based upon the Mission statement and emerging Vision statement articulate 3-5 points that should be part of SCSU's Values statement:

1. _____

2. _____

3. _____



VIII. Creating a Values Statement for SCSU (cont'd)

∞ Based upon the Mission Statement and emerging Vision statement articulate 3-5 points that should be part of SCSU's Values statement:

4. _____

5. _____



IX. Next Steps: Appointing Strategic Planning Work Groups

∞ There are 10 Strategic Planning Work Groups

1. Teaching, Learning and Student Assessment
2. Academic Program Development (new initiatives, identification of signature programs, academic program gap analysis)
3. Technology Support for Academic Initiatives (labs, smart classrooms, etc.)
4. Student Life and Support Services (academic advising, enrollment services, extracurricular and co-curricular activities)
5. Faculty Development, Scholarly and Creative Activity, Research
6. Community Engagement and Public Relations
7. External Funding (fundraising, grants and contracts)
8. Library Services, Information Competence and Information Technology
9. Fiscal, Human and Facilities Resources
10. Institutional Marketing and Niche Development



IX. Next Steps: Preliminary Topics for Work Groups

1. Teaching, Learning, and Student Assessment
 - ✓ Balance of liberal arts and the professions
 - ✓ Impact of class size, student-faculty contact on student learning
 - ✓ Outcomes assessment
2. Academic Program Development
 - ✓ New initiatives
 - ✓ “Signature” programs
 - ✓ Gap analysis of state workforce needs and current programs
3. Technology Support for Academic Initiatives
 - ✓ Labs
 - ✓ Smart classrooms
 - ✓ E-Learning



IX. Next Steps: Preliminary Topics for Work Groups (cont'd)

4. Student Life and Support Services
 - ✓ Integrated advisement program
 - ✓ Enrollment management
 - ✓ Student retention

5. Faculty Development, Scholarly and Creative Activity, Research
 - ✓ Innovative faculty development opportunities
 - ✓ Incentives for excellence in teaching and scholarship
 - ✓ Orientation and mentoring programs

6. Community Engagement and Public Relations
 - ✓ Town-Gown relations
 - ✓ Public-private partnerships
 - ✓ New opportunities for civic engagement
 - ✓ Alumni relations



IX. Next Steps: Preliminary Topics for Work Groups (cont'd)

7. External Funding (fundraising, grants and contracts)
 - ✓ Sponsored grants and contracts goals
 - ✓ Identify targets of opportunity that have not been tapped
 - ✓ Priorities for fundraising development efforts
8. Library Services, Information Competence and Information Technology
 - ✓ Utilization of technology for process enhancements
 - ✓ Enhance computer/technology competence of faculty and staff
 - ✓ Access to data and information
9. Fiscal, Human and Facilities Resources
 - ✓ Streamlining administrative processes
 - ✓ Professional development for employees
 - ✓ Facilities operations
 - ✓ Financial reporting management and accountability



IX. Next Steps: Preliminary Topics for Work Groups (cont'd)

10. Institutional Marketing and Niche Development

- ✓ Integrated marketing/communication
- ✓ Academic programs and economic development opportunities
- ✓ Market data base for SCSU stakeholders
- ✓ Advocacy for SCSU



Attachment 1: University Strategic Planning Steering Committee

Selase Williams (Chair)	Provost/VP for Academic Affairs
Robert Demezzo	Administrative Faculty Senate (staff)
Paul J. Rossitto	President of Student Gov.
	Staff- Appointed by President
	Faculty-At large (appointed by President)
	Faculty-At large (appointed by President)
Lise Brule	Exec. VP for Adm. & Finance
Ron Herron	VP for Student & Univ. Affairs
Joeseph Brignola	Chief Information Officer
Megan Rock	VP for Institutional Advancement
Claire Novosad	Co-Chair of Faculty Academic Strategic Plan.Com.
Christine Bradbridge	Co-Chair of Faculty Academic Strategic Plan.Com.
Maria Diamantis	Faculty- At Large (Selected by Fac. Acad. Senate)
Thuan Vu	Faculty- At Large (Selected by Fac. Acad. Senate)
Marianne Kennedy	Director of Academic Assessment and Planning
Robert Sheeley	Associate VP for Facilities, Operations, and Plan
DonnaJean Fredeen	Academic Dean
Cecil Murphy	Associate VP for Human Resources
Brian Delauro	Member of Graduate Student Organization
Marcia Smith Glasper	Diversity & Equity Programs Director



Attachment 2: Values and Core Principles of Southern Connecticut State University

The Academic Strategic Plan:

- Is driven by a strong academic vision. Southern strives to promote academic excellence in teaching, learning and knowledge creation in the context of a strong commitment to academic freedom. Academic considerations should drive all operational planning, including facilities and student services.
- Reflects Southern's distinctive role in Connecticut's higher education system. The integration of scholarship and teaching distinguishes Southern from both community colleges and research universities.
- Reflects Southern's role as the flagship of graduate education in the Connecticut State University System and its commitment to the professional preparation of graduate learners for success in their careers and in service to their communities, including applied doctoral programs consistent with our historic mission.
- Uses data to support the achievement of this academic vision, stressing the ongoing use of assessment data for decision-making.
- Promotes diversity of all kinds among students, faculty, and the community.



Attachment 2: Values and Core Principles of Southern Connecticut State University

∞ The Academic Strategic Plan (continued):

- Reflects a commitment to international and global awareness.
- Reflects the importance of an interdisciplinary approach to teaching and creative activity.
- Promotes community service. Southern is an engaged partner in improving the Connecticut community through its teaching, research and community service.
- Aligns governance to achieve our goals.
- Meets statutory requirements and acknowledges the ethical obligations owed to the community and other external stakeholders.