



# **STRATEGIC PLANNING WORKING GROUPS**

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**SOUTHERN CONNECTICUT STATE UNIVERSITY  
MARCH 10, 2006**

**PLANNING WORKSHOP**



# Agenda

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☞ Friday, March 10, 2006

- 8:45-9:00am: Coffee
  
- 9:00-12:00pm:
  - Welcome and Introductions
  - Strategic Planning Primer
  - SCSU Strategic Planning Process and Timetable
  - Role of the Working Groups
  - Preliminary Discussion Prompts
  - Working Group Break Out Sessions
  - Next Steps



# I. Strategic Planning Primer

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## ∞ Strategic Plan

- 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



## I. Strategic Planning Primer (*continued*)

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### ∞ 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. Strategic Planning Primer (*continued*)

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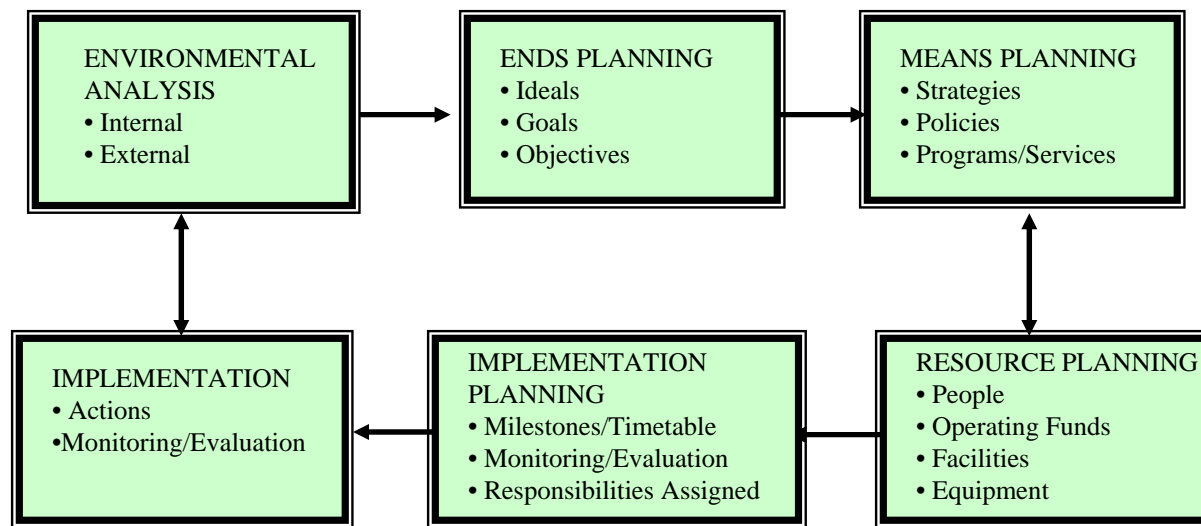
### ∞ What Constitutes an Effective Strategic Plan

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**

## I. Strategic Planning Primer *(continued)*

### Overview of A Generic Strategic Planning Process





## I. Strategic Planning Primer *(continued)*

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### ∞ **The Strategic Plan Should Direct Resource Allocation**

#### ➤ Resource Allocation or Budgeting Should Address:

- ✓ People (Students, Faculty, Staff, Alumni, Etc.)
- ✓ Operating Funds
- ✓ Facilities (Capital Projects Planning)
- ✓ Equipment



## I. Strategic Planning Primer *(continued)*

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### ∞ **Monitoring the Strategic Plan**

- **Strategic Questions to be Asked**
  - ✓ 1. Did we really accomplish what we said we would?
  - ✓ 2. So what?
  - ✓ 3. Now what?
  
- **Three Purposes**
  - ✓ 1. To measure progress
  - ✓ 2. To establish criteria for success or best practices
  - ✓ 3. To provide ongoing and systematic input for the plan



## I. Strategic Planning Primer (*continued*)

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### ∞ Keys To Successful Planning

- Ends-oriented, means-secondary orientation: What do we ultimately want to accomplish? How do we get there?
- Holistic, systems oriented: Are we looking at the whole? Do we understand that if we change one aspect of our program that our entire University will be affected?
- Participative structure: Have we included key employees and constituents in the process?
- Continuous action: How do we ensure that the plan does not become a shelf document?
- Valuing of both experience and experiment: How do we ensure our core values will be there at the end of the process while asking the tough questions?



## I. Strategic Planning Primer *(continued)*

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### ∞ Keys To Successful Planning

- Ideal seeking but realistic: How can we dream but be pragmatic at the same time?
- Realistic time horizon for intermediate objectives and goals: How do we make sure that we can accomplish our goals and objectives within an idealistic time frame?
- Fixes responsibility for the development, implementation and monitoring of the process: Who will be accountable at every step of the process?
- Is completed early: How do we ensure that the constituents who need to participate have the time to make thoughtful decisions?
- Linking of plans to resources (budget): How do we develop a strategic planning process that has a resource allocation component/budget? Is the timing of both in sync with our organization's fiscal year?



## I. Strategic Planning Primer (*continued*)

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### ∞ Keys To Successful Planning

- Relies on quantitative data and techniques but also on subjective judgment and values: When is too much data, too much? When/how should we trust our instincts?
- Integrates overall University objectives and policies with school/college operating objectives and policies: How do we ensure that our University's overarching goals and objectives are part of departmental/divisional goals and objectives?
- Seeks to align organizational and individual goals by creating appropriate incentives and rewards: How can we create a resource allocation/budget process that provides incentives for prudent fiscal management? Is there a way in which we can create an employee performance measurement system that motivates the behavior/culture we want to generate?
- Seeks to shape the future, not merely to survive or avoid it: How can we muster the will to do the right things? Get ahead of trends? Create a distinguishing future?



## II. The SCSU Strategic Planning Process & Timetable

### 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. Role of the Working Groups

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- ∞ Take Direction from Steering Committee
- ∞ Identify Major Issues to be Addressed Within a Broad Topical Area
- ∞ Collect and Analyze Data
- ∞ Identify Strategic Initiatives for Consideration by Steering Committee



## IV. Working Groups and Preliminary Discussion Prompts

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∞ There are 10 Strategic Planning Working Groups

1. Teaching, Learning and Assessment
2. Academic Program Development
3. Student Life and Support Services
4. Faculty Development, Research, Scholarship, and Creative Activity
5. Community Engagement and Public Relations
6. External Funding (fundraising, grants, and contracts)
7. Information Competence, Information Technology, and Library Services
8. Fiscal, Human, and Facilities Resources
9. Institutional Effectiveness
10. Institutional Marketing and Niche Development



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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### ∞ Teaching, Learning, and Assessment

- What can we do to strengthen/improve the teaching/learning process?
- What do we do as an institution to acknowledge its importance?
- What is the role of assessment in student learning? How can we improve/integrate this dimension into everyday faculty activities?
- What can the university do to protect the balance between liberal arts education and professional training?
- How best can we use technology to improve student learning?
- Is the university meeting the community's need for life-long learning?



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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### ∞ Academic Program Development

- What process should we use for identifying “signature” programs?
- Where are the gaps between the programs offered at SCSU and those needed to fill work force needs?
- In what ways should we be better utilizing technology in the delivery of existing or new programs?
- What are some ideas for new/expanded programs?



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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### ∞ Student Life and Support Services

- How effectively do student support services currently address students' needs and how might we do it better?
- What can the university do to improve student retention and graduation?
- How systematic should student advisement be and what is the role of faculty and staff?
- How can we integrate student activities with the academic mission?
- What elements of student life can be strengthened to improve student success?



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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### ∞ Faculty Development, Research, Scholarship, and Creative Activity

- What are some of the opportunities for innovative faculty development?
- What incentives/recognition should the university establish/continue in support of excellence in teaching, scholarship, and creative activity?
- How can we best provide orientation and mentoring to new faculty?
- What resources are needed to adequately support faculty development?



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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### ∞ Community Engagement and Public Relations

- What opportunities exist for civic/community engagement?
- How is Southern viewed by the external community?
- What can Southern do to change/enhance its image internally and externally?
- What is the role of alumni and Alumni Relations in strengthening our relationship with our external communities?
- What can the university do to have a greater impact on the community?



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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- ∞ External Funding (Fundraising, grants, and contracts)
  - How effective has Southern been at attracting external funding?
  - What does the university need to do to increase the amount of federal and state grant funding?
  - What are the university's priorities for external funding?
  - What should be the relationship between private sector funding and federal funding?
  - What external funding sources have not been fully explored?



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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### ∞ Information Competence, Information Technology, and Library Services

- What must Southern do to address the ever-increasing need for consistent, accurate, reliable, and useful information/data/analysis?
- What is the status of the university's IT/telecommunications capabilities?
- What mechanisms should the university have in place for faculty, staff, and students to keep abreast of technological innovations and to maintain competence?
- How can technology be utilized more effectively for research, learning, and decision-making?



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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### ∞ Fiscal, Human, and Facilities Resources

- What programs/structures should be established/maintained to enhance the professional development of all employees of the university?
- How adequate are our physical resources/facilities for carrying out the university's mission?
- What is needed to enhance the effectiveness and efficiency of financial reporting and accountability?
- What steps can the university take to enhance its appropriations from the State?
- Is there anything that the university can do to attract and retain the most highly qualified and most diverse workforce for our institution?



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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### ∞ Institutional Effectiveness

- Where in the university is there a need for more codified/published policies and procedures?
- Which existing policies and/or procedures do not work effectively?
- What suggestions can be made for streamlining administrative processes?
- Since many policies and procedures are expressed in the form of collective bargaining agreements, how can the university effectively and efficiently adjust to a rapidly changing educational, economic, and political environment?



## IV. Working Groups and Preliminary Discussion Prompts (*continued*)

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### 🌀 Institutional Marketing and Niche Development

- What should be the essential elements of an integrated marketing and communication program for Southern?
- To what degree do Southern's academic programs meet the economic development needs of our community?
- What should Southern be known for? What are the things that we do better than any other institution in our area? What programs do we want to be "signature" programs?
- In what professions/disciplines/fields are there expected to be increasing needs in the near and distant future?
- How systematically do we advocate for SCSU now? How can we do better?



## V. Working Group Breakout Sessions

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- ∞ Identify Additional Areas/Topics for Discussion and Analysis
- ∞ Working Group Chairs Begin to Get Feedback on Such Logistical Issues as:
  - Develop meeting schedules
  - Access to Strategic Planning Resource Center
  - Use of Strategic Plan website
  - Etc.



## VI. Next Steps for March

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### ∞ Pappas Consulting Group Inc.

- Draft Mission and Vision statement based on work of Strategic Planning Steering Committee
- Create Strategic Plan document template for consideration by Strategic Planning Steering Committee
- Conduct interviews, focus groups and electronic surveys

### ∞ SCSU Strategic Planning Steering Committee Working Groups

- Identify major issues to be addressed
- Conduct analysis of data where available
- Identify data needs and resources to provide such data
- Meet with campus NEASC Committee on March 31, 2006
- Begin to articulate values that should characterize SCSU



## Attachment 1: University Strategic Planning Steering Committee

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Selase Williams (Chair)	Provost/VP for Academic Affairs
Robert Demezzo	Administrative Faculty Senate (staff)
Paul J. Rossitto	President of Student Gov.
Marge Fadden	Staff- Appointed by President
Dr. Cesarina Thompson	Faculty-At large (appointed by President), Chair, Nursing
Dr. Sam Andoh	Faculty-At large (appointed by President), Chair Economics & Finance Department
Lise Brule	Exec. VP for Adm. & Finance
Ron Herron	VP for Student & Univ. Affairs
Joeseeph 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: Working Group Members

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### 🌀 Teaching, Learning and Assessment

➤ Co-Chairs: Thuan Vu, Dr. Maria Diamantis,  
Mr. Joe Brignola

Dr. Barbara Aronson

Dr. Mark Cameron

Mrs. Deborah Fairchild

Dr. Alan Friedlander

Dr. Terese Gemme

Dr. Greg Cochenet

Dr. Jane McGinn

Dr. Michael Perlin

Dr. Lisa Rebeschi

Dr. Tony Rosso

Dr. David Squires

Mr. LeRoy Ward

Ms. Suzanne Tucker

Ms. Vanessa Raney

Dr. Camille Serchuk

Dr. Karen Cummings

Dr. Carlos Arboleda

### 🌀 Academic Program Development

➤ Co-Chair: Dr. Donna Jean Fredeen

Dr. William Faraclas

Mrs. Alyson Fedak

Dr. Shirley Girouard

Dr. Steve Larocco

Dr. Joseph Manzella

Dr. David Pettigrew



## Attachment 2: Working Group Members *(continued)*

### 🌀 Student Life and Support Services

- Co-Chairs: Dr. Christine Broadbridge, Dr. Claire Novosad, Ms. Lisa Brule

Ms. Janet Anderson  
Dr. George Appleby  
Ms. Andrea Barton  
Mrs. Jane Ciarlone  
Ms. Monica Raffone  
Ms. Sharleen Dickinson  
Mr. Tom Ferruci  
Ms. Patricia Whelan  
Dr. John Scheuermann  
Ms. Brigitte Stiles  
Ms. Kelly Mann  
Mr. Thomas Madera  
Mr. Lewis Deluca  
Dr. Rosemaire Conforti  
Dr. Audrey Kerr

### 🌀 Faculty Development, Research, Scholarship, and Creative Activity

- Co-Chairs: Marcia Scott Gasper and Dr. Marianne Kennedy

Dr. Sandra Bulmer  
Dr. Paul Cascella  
Dr. Nicholas Edington  
Dr. Robert Eldridge  
Dr. Debra Emmelman  
Dr. Bonnie Farley-Lucas  
Dr. Adam Goldberg  
Dr. Esther Howe  
Dr. Kimberly Lacey  
Dr. Kelly Ritter  
Dr. Linda Sampson  
Mr. Ali Zamouri  
Dr. Marie Selvaggio



## Attachment 2: Working Group Members *(continued)*

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### Community Engagement & Public Relations

➤ Co-Chairs: Dr. Sam Andoh and Ms. Megan Rock

Ms. Delinda Conte  
Ms. Geraldine Prince  
Dr. Todd Rofuth  
Mr. Larry Tomasck  
Mr. Jack Mordente  
Mr. James Barber  
Mr. Jeff Slomba  
Ms. Sarah Michaud  
Dr. Ed Harris  
Dr. Carlos Torre

### External Funding

➤ Co-Chairs: Mr. Robert Sheeley and Dr. Jim Mazur

Ms. Patricia Zibluk  
Dr. Suzy Carrol  
Mr. Vincent Ferrie  
Dr. Roz Amenta  
Dr. Jim Granfield  
Ms. Kathy Yalof  
Dr. Vince Breslin



## Attachment 2: Working Group Members *(continued)*

### Information Competence, Information Technology, and Library Services

- Co-Chairs: Mr. Cecil Murphy and Mr. Rick Riccardi

Mr. Tim Klassen

Mr. Tom McCormack

Dr. Nichole Fluhr

Ms. Nancy Bobrek

Ms. Colleen Yacono

Dr. Daniel Sonenson

Dr. Eric West

Mr. John Young

### Fiscal, Human, and Facilities Resources

- Co-Chair: Dr. Ces Thompson

Mr. Toby Bates

Mr. David Denino

Dr. Cesarina Thompson

Mrs. Rosa Clough

Dr. James Dolan

Ms. Valerie Pettie-Cooper

Ms. Amanda Pysh

Ms. Carol Wallace

Mr. David Starkey

Mr. Aaron Washington

Mr. Mark Waters

Mr. Cort Sierpinski



## Attachment 2: Working Group Members *(continued)*

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### ∞ Institutional Effectiveness

- Co-Chair: Dr. Ron Herron

Mrs. Rose Cretella  
Dr. Michael Ben-Avie  
Ms. Andrea-Lynne Decrosta  
Mrs. Carol Dojny  
Ms. Michelle Mann  
Ms. Jane Marrone  
Ms. Lynn Kohn  
Ms. Hing Wu  
Dr. Sandra Holley  
Dr. Lori Verplaetse  
Ms. Joanne Mielczarski  
Dr. Jeannette Oppedisano  
Dr. Rex Gilliland

### ∞ Institutional Marketing and Niche Development

- Co-Chairs: Mrs. Marge Fadden and Mr. Rob Demezzo

Ms. Paula Kennedy  
Ms. Paula Rice  
Ms. Cathy Christy  
Ms. Christine Barrett  
Dr. Patricia De Barberi  
Mr. Wes O'Brien  
Dr. Peter Madonia  
Dr. Shyam Lodha