



Strategic Planning Committee Notes
April 22, 2016
Mathematics and Nursing Building, 103
7:30 am – 8:00 am, continental breakfast
8:00 am – 11:00 am, meeting

Present: Rex Fuller (Co-Chair), Laurie Burton (Co-Chair), Adry Clark, Betty Crawford, Paul Disney, David Foster, Camila Gabaldon, Megan Habermann, Mark Henkels, Ivan Hurtado, Paul Kylo, Melanie Landon-Hays, Randi Lydum, Alma Pacheco, Peggy Pederson, Adele Schepige, Linda Stonecipher, Dan Tankersley, Ella Taylor, Steve Taylor, Shelby Worthing
Staff: Ginny Lang (Facilitator), Reina Morgan (Assistant)
Absent: Corbin Garner, Cec Koontz, Dave McDonald, Chris Solario

Goals, role and function

President Rex Fuller started the meeting by outlining the role of the Strategic Planning Committee (SPC), which will include being part of a smaller work group in addition to full participation in the SPC. The goal of the process is to engage the full campus in conversation as we move forward, completing the work by late this year or early next year.

He also reinforced the idea that this is not a plan intended to sit on the shelf. He encouraged moving forward with a “pretty good” idea and refining and developing it over time, and not get hung up on going after only “perfect” ideas.

NWCCU Update

President Fuller provided an update on the NWCCU evaluation that was recently completed. A written report will be available later in the term with opportunity for response, as necessary.

Mission Statement

Dr. Laurie Burton led the SPC through a think/pair/share exercise, to review and comment on WOU’s mission statement.

Primary purpose:

- providing educational opportunities for a diverse population
- making sure our university is accessible to Oregonians
- converting opportunities into student success and the advancement of knowledge

Essential functions/activities to carry out the work of the university:

Student accessibility:

- access to degree pathways for diverse populations in Oregon
- access to high quality learning and employment opportunities
- access to campus facilities and classes for both traditional and non-traditional students
- access to services and people who will encourage and foster degree completion

Financial access was described as distinct from “student accessibility” i.e. access to affordable education and financial resources (tuition, cost containment, financial aid, scholarships).

Sustainability:

- sustainable finances and human resources (appropriately scaled and budgeted to support university mission)
- sustainable facilities, buildings, and grounds (energy efficiency, green technology, health and environmental quality)
- recognizing and reinforcing existing quality programs
- promoting an environmental ethos that characterizes the quality lifestyle associated with living in Oregon and the Pacific Northwest.

Community:

- academic learning communities (faculty, staff, students; interdisciplinary programming, and cross-campus collaborations)
- campus community (close interaction and collaboration among individuals and units)
- community connections in the Mid-Willamette Valley (Monmouth-Independence partnership and Salem Metro)
- global community connections (state, national, and international).

Insights from strategic planning process readings

Paul Disney provided a short presentation on the Society for College and University Planning's *A Practical Guide to Strategic Planning in Higher Education* by Karen E. Hinton. A strategic plan should be a journey, not a destination and needs to be a part of everyday life. It's important to develop a culture of planning and strategic thinking where all new programs and initiatives support a strategic direction and all employees have a sense of the importance of their role in accomplishing our goals.

Paul recommended reading Dr. John Kotter's eight steps to leading change. The number one reason major change efforts fail in organizations 70% of the time is because organizations under-communicate by a factor of 10 so we need to over-communicate if we want the change to be effective.

David Foster presented an overview of the Hanover Research report, *Strategic Planning in Higher Education – Best Practices and Benchmarking*. He stated that behavior is a function of the person *and* the environment. While who you are is a driving factor, the environment plays a large role as well. For our purpose success is a function of the plan and the environment.

This is not a "5 year" plan, but an "every day" plan that permeates our lives all the way down to our teaching.

Disagreement is a good sign that the group is comfortable enough to bring different perspectives to the table. The product doesn't have to be THE plan. It is more a matter of making something and getting it out there as soon as possible—but you don't stop there.

David commented that there is fear on campus related to change so people will interpret the plan through that lens. Values are really important in this process so that people can see that the plan is driven by the values that it's built on.

Expected Outcomes

The plan should:

- Be readable
- Empower and inspire individuals to take creative control and work toward common good
- Identify and articulate consensus about priorities
 - Measure how we define success in those priorities
 - Not just a wish list, but a map
- Have a structure of communication information flow up, down, and across
- Tell our story in an engaging and informative way
- Have active and equitable participation in idea generation on campus, eliminating institutional and individual roadblocks
- Be a living document that honors the populations we serve and has commitment from faculty and staff
- Be something everyone is aware of and believes in
- Give a sense of identity and unity among divisions
- Align our resources to strategic priorities
- Hold us accountable
- Provide unity between the university and the community
- Continue to be of use regardless of staff turnover

Work groups and assignments

Dr. Burton announced the five work groups and encouraged them to meet in person or discuss the assignments virtually.

1. SWOT analysis – President Fuller reviewed the SWOT analysis and noted that the Board of Trustees has submitted their ideas to be incorporated for discussion at the May 13 SPC meeting. The SWOT analysis from each group should be sent to Rex, Ginny, and Laurie by Monday, May 9.

Ella Taylor asked if committee members should engage in a formal SWOT analysis with others from their areas and/or from the entire campus. Steve Taylor commented that because of heavy workloads and midterms it's not realistic to do that. President Fuller suggested that we hold onto that idea in case it is something we want to pursue in the future. PARKING LOT LIST

2. Individuals should also be thinking about effective communication channels at WOU. Are there certain groups the committee should discuss strategic planning with? Should there be "town hall" meetings?
3. Individuals are encouraged to suggest readings that would be helpful for the group. The committee agreed the amount of readings was acceptable, had good content, and generated good conversations. Ginny reiterated that people should feel safe bringing up ideas and disagreeing, as well as being willing to listen to disagreement and reconsider your position. We want to be flexible and open to new perspectives.
4. SPC's goal is to have a progress update ready for distribution to campus by the end of spring term.