

## **University Strategic Planning Group**

M. Johnson, J. Krukones, C. Brennan, T. Bruce, J. Burke,  
B. D'Ambrosia, R. Day, C. Dietz, J. Dillon, E. Eickhoff, M. Farrar, D. Hareza, R. Hessinger,  
D. Kilbride, A. Kugler, G. Lacueva, S. Levenson, T. Lewandowski, K. Malone, M. McCarthy,  
A. Miciak, M. Millet, M. Morgan, M. Moroney, M. O'Connor, E. Peck, J. Rick, D. Riley,  
J. Schupp (19), B. Saxton, W. Simmons, J. Sully, D. Vitatoe

University Strategic Planning Group  
Thursday, August 30, 2018  
LSC Conference Room

### Minutes

In attendance: M. Johnson, J. Krukones, C. Brennan, T. Bruce, J. Burke, B. D'Ambrosia, R. Day, C. Dietz, J. Dillon, E. Eickhoff, M. Farrar, D. Hareza, D. Kilbride, A. Kugler, G. Lacueva, S. Levenson, K. Malone, M. McCarthy, A. Miciak, M. Millet, M. Morgan, M. Moroney, M. O'Connor, E. Peck, J. Rick, D. Riley, J. Schupp (19), B. Saxton, J. Sully.

J. Krukones welcomed the group, with a special welcome to President M. Johnson and the new members of the committee. Members of the committee introduced themselves.

The Minutes of the March 1, 2018, USPG meeting were approved with one correction: change "thread" to "trend" in the second paragraph.

J. Krukones briefly reviewed the planning process to date. He noted that we continue to execute the plan created under the guidance of N. Santilli and J. Colleran. He also thanked T. Bruce in particular for his continuing contributions.

T. Bruce presented a historical review the planning process, starting with the 2014-2015 SWAT analyses, noting multiple document drafts and town hall community meetings. After surveys and feedback, three goals emerged along with their objectives, which were endorsed by the campus community, voted on by faculty, and approved by the Board of Directors.

The Strategic Plan finished document emerged in 2015-2016. The list of prioritized tactics was submitted to the SLT, which was affirmed or changed, based on budget dollars. T. Bruce noted that in 17-18 we realized that we needed to do a better job of monitoring. A template was created to monitor whether work was completed, progressing satisfactorily, needed attention, or placed on hold.

E. Peck distributed copies of the Strategic Plan for Inclusive Excellence, noting it was a subset of the Strategic Plan. He reported the SLT is working with the Diversity Center of N.E. Ohio, as we start to develop tactics in our own areas to impact our climate. J. Burke reported on the Information Technology Services Annual Report and the recently completed IT Strategic Plan for 2018-2020.

T. Bruce asked for feedback from the group as to what they felt was valuable in the past work or what they felt needed to be changed. He noted he felt there was value in having a lot of collaboration at the table. He also noted that in the past few years we have figured out how strategic planning worked at John Carroll. M. Farrar noted the size of Goal Group 1 was

unwieldy, and felt the University Committees are doing similar work. T. Bruce noted Goals 2 and 3 don't have an easy home, and we could think about how to handle Goal 1 differently. E. Peck agreed that the work of the five University Committees aligns with the USPG work, and we should think about working with existing structures.

T. Bruce summarized the work on the tactical initiatives for 2018-19, and asked the group how often they felt we needed to monitor this year – once or twice per year? E. Peck noted that he felt it was critical to monitor in the fall, in order to revisit what we have done the previous year and have a record for HLC. T. Bruce noted that monitoring twice per year affords more attention to items. E. Peck suggested goal stewards rather than Goal Groups do the monitoring.

T. Bruce asked the committee what they felt needed to be done differently going forward. D. Hareza noted a timing issue since the budget needs to be approved by the Board in February. M. Farrar noted that wrapping up and launching plans requires we think about tactics now. D. Riley agreed with starting earlier as the last time line was very compressed. T. Bruce noted we need to set the timeline for the new plan this year. He also noted that we need to work with more data up front, and to think about what data we want, including external data. He also felt there needed to be more communication with the JCU community, letting individuals know who is responsible for work and the deadlines involved.

M. Johnson stated that he can't emphasize enough how important this process is. HLC requires we get a total quality management system in place. The fundamentals of the Strategic Plan going forward need to be more directional; we need to look at marketplace trends.

T. Bruce recapped the consensus of the committee:

- Monitor twice a year.
- Look in particular at work of Goal 1 in relation to governance committees.
- Move on new tactics sooner.
- Need to define Goal groups in relation to new committee members.
- Discuss timeline with Steering Committee – feel strongly we need to start earlier.

T. Bruce noted they will touch base with the steering committee about these issues. He also said that the agenda and materials would be sent to the committee further in advance of each meeting.

Respectfully submitted,  
Barbara Lovequist