

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, December 13, 2018
LSC Conference Room

Minutes

In attendance: M. Johnson, J. Krukones, T. Bruce, J. Burke, B. D'Ambrosia, C. Dietz, J. Dillon, E. Eickhoff, M. Farrar, D. Hareza, R. Hessinger, 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, B. Saxton, J. Sully.

J. Krukones welcomed the group and wished everyone happy holidays and safe travels. He introduced M. Johnson, noting he would address the USPG committee today on his vision of strategic planning and, more specifically, the 2020-2025 Strategic Plan.

M. Johnson observed that the present Strategic Plan issued from our experience with HLC going back to 2014 and the lessons learned from that experience. The present plan focuses on academic planning. Moreover, the USPG has been vital in the realization of the plan and has moved the University to a positive place. He also noted that there was less input from other stakeholders, including the Board, and that the next plan needed to be more directional and have broader group involvement.

M. Johnson outlined the process he is proposing, which includes both top-down and bottom-up involvement, and has been vetted by both the SLT and the Board. He emphasized the plan needs to show us where we are going, what it will take to get there, and how we will get there. The plan also needs to be stakeholder-intensive, with the USPG integral in the development and implementation. Finally, it must be broad enough so as to include mission and identity, admissions, student life, career services, facilities, financials and diversity, along with academics.

M. Johnson said that the planning process should begin with the reaffirmation of our mission and a reevaluation of our vision and direction. He suggested forming a strategic task force that would include the President, Provost, Board members and representatives from the USPG, specifically, faculty, students, and staff. We also should hire an external facilitator to guide the process and identify a member of the JCU community to keep the process on track.

M. Johnson noted the need to conduct a thorough environmental scan – SWOT – to determine the greatest opportunities and most critical issues facing John Carroll. He emphasized the importance of reaching out to stakeholders for input and reactions. The resulting strategy needs to be flexible with well-defined end dates, as circumstances change quickly.

M. Johnson outlined a proposed timeline for the creation of the next Strategic Plan:
Winter/Spring 2019: We need to hire a facilitator, organize internally, and engage stakeholders for input. There is a need for honest discussion about the better use of our resources.

Summer/Fall of 2019: A task force will hold regular meetings to develop strategic options in response to opportunities and challenges, and review with stakeholders, including town hall discussions, to obtain feedback.

Winter/Spring 2020: We will finalize input, articulate a plan, and implement changes to internal organizations and structures required to carry out the plan.

There was discussion on the proposed task force and USPG's role, functionality and importance going forward. It was agreed that USPG's role needs to be defined by whoever will lead the planning process. M. Johnson explained that he sees the process as taking the best of what was done last time, and adding another layer that will be more directive, with the USPG acting as the conduit to faculty and staff. When asked if the USPG would be involved in the hiring of the external facilitator and/or how the facilitator will engage with the committee, M. Johnson said that he would invite potential hires to speak to the USPG in the spring semester.

M. Johnson emphasized that the current plan, *Promise and Prominence*, does not go away; rather, that the new plan builds on top of it. While quality management for academics is a must-have, we also need to adapt to the realities of enrollment, including leveraging what is going on in STEM areas and creating more connections with the business community. It is also important to understand financial facts and where to focus our resources so that they have the biggest impact.

M. Johnson thanked the group, noting that everyone has worked hard on strategic planning and should be proud of the USPG's achievements.

The minutes of the November 29, 2018, meeting were unanimously approved.

Respectfully submitted,
Barbara Lovequist