

Strategic Planning Phases

- Phase I: Restructuring for Operational Performance (Largely Completed)
 - JCU's achievement of operational efficiencies through staff restructuring, faculty retirements, and expense reductions.
- Phase II: Academic Prioritization (In Process)
 - A data-driven prioritization of academic programs from strong to weak, with a focus on adding to stronger programs and subtracting from weaker programs to grow revenues/margins and minimize losses.
- Phase III: Investments in Selective Excellence (In Process)
 - Investing in new programs to build JCU's affinity and pricing power (reduce the discount rate) in the face of demographic challenges in admissions.

AGB's Generic Growth Avenues for Higher Education

- “Unbundling” programs and degrees for flexibility:
 - Students today want the ability to customize their learning experiences by combining classes, programs, minors and majors in unique ways, which requires “mobile” credits and fewer requirements to specialize through certificates and credentials.
- Partnerships involving programs, community colleges, communities, and corporations.
- Older Student Segments:
 - There are over 37 million adults with college credits but no degrees.
- Transfer Students
 - More than one-third of college students will transfer at least once during their undergraduate experience.

Engagement with Academic Strategy Partners (ASP)

- Academic Strategy Partners (ASP) is the leading consulting firm in North America specializing in academic and administrative program prioritization for higher education.
- Dr. Robert Dickeson is the President and founder of ASP and author of *Prioritizing Academic Programs and Services* (Jossey-Bass, 2010).
- On April 23-24, ASP will hold a **Preparation and Readiness Phase** of a successful academic prioritization project on campus, to include:
 - Review of all relevant program information/data.
 - Sessions with JCU's Strategic Plan Task Force members and beyond, including the BOD, senior leadership, students, faculty and staff.
 - Building awareness and readiness, developing a timetable, assuring alignment, and developing a communications plan.

Engagement with Academic Strategy Partners (ASP)

- Kate Malone will serve as Special Assistant to the President in the process (internal facilitator). We are targeting a 12 member Steering Committee (including Board members, senior leaders, and USPG members).
- Subsequent engagements involve a menu approach that includes:
 - Organizational: The establishment of structures and processes.
 - Data Collection: The inventorying, collection and connection of data to programs.
 - Analysis and Assessment: Program analysis in light of data and formats.
 - Decision Making: Program recommendations, prioritization, and communication.
 - Implementation: Institutional follow through and timetables.
 - Evaluation: Effectiveness of the project.

Timeline (from December)

- **Winter/Spring of 2019:**
 - Hire a facilitator, organize internally, and engage stakeholders in the due diligence required for input to the next strategic plan. The due diligence will include college, division and departmental-level opportunities for the growth, restructuring and/or elimination of academic programs.
- **Summer/Fall of 2019:**
 - Hold regular meetings of the task force to review the due diligence and develop strategic options in response to our greatest opportunities and challenges.
 - Begin reviewing the vision and strategic options with stakeholders.
- **Winter/Spring of 2020:**
 - Finalize the input from stakeholders, articulate the 2020-2025 strategic plan, and begin implementing changes to internal organizations and structures required to implement the plan.