Strategic Planning Steering Committee Meeting Notes  
Dr. Thayne McCulloh, Chair  
Monday, September 26, President’s Conference Room  
2:00 – 4:00 p.m.

Committee members present:
Paul Buller, Director/Kinsey Robinson Professor  
Shelly Daugherty, Public Relations & Marketing Assistant  
Ben Folger, GSBA Vice President  
Dennis Horn, Dean, Engineering – Admin.  
Patrick Lee, S.J., Vice President for Mission  
David Leigh, S.J., Trustee*  
Thayne McCulloh, Vice President for Administration and Planning  
Chuck Murphy, Vice President for Finance  
Margot Stanfield, Vice President for University Relations  
Raymond Reyes, Associate Vice President for Diversity  
Jason Swain, Training Manager  
Gary Weber, Associate Academic Vice President  
Sue Weitz, Vice President for Student Life  
Fritz Wolff, Trustee*

*Committee members attending by phone.

Thayne opened the meeting by thanking everyone for being willing to serve on this committee. He said this committee was formed with the thought of drawing wisdom, input and advice from various focus areas by having a variety of people serve on the committee. The idea of a Steering Committee should be seen as a logistical one to bring together and unite the various areas as they work on their Strategic Plan. The Steering Committee is not to control the process but to identify and watch the processes and timelines. This Committee will create a framework for the process and strive to involve the GU community in the goals. This Committee will try to consolidate and maintain control of what’s happening in the strategic planning process and present its best view of what is happening to the President and Board. Fr. Spitzer sees the Vision Committee as coming up with a Vision Statement and the Steering Committee developing goals.

Thayne distributed a section from Three Points from the President which contains the President’s view of what strategic planning is and details of the creation of this Steering Committee listed as the “second step” in the strategic planning process.

Item “a” talks about the creation of a Vision Committee. The Vision Committee was formed last year and has met several times. Thayne stated that the Vision Committee has been working towards creating a Vision Statement and much discussion has taken place with regard to the key terms of Catholic, Jesuit and Humanistic. The Vision Committee will come about a full, finished Vision Statement that this Steering Committee can use. Discussion followed regarding goals for the strategic plan.

- Remain faithful to the Mission but look forward to what we treasure and want to preserve.  
- Where we are and where we want to be.  
- What are our next steps?  
- What do we need to be working on?
Various members reported on the progress their areas have made towards their strategic plan:

Student Life started last year and brought in a consultant. They hope to be finished in January. Previously it was report that they would start in December so they are ahead of schedule.

School of Engineering is done but working on portions of a draft they have submitted. They are trying to accomplish it without additional resources or impact on other areas. They will be working on an implementation plan the end of this year.

Academic areas should be completed the end of this year.

School of Professional Studies is moving along.

School of Education is halfway finished.

College or Arts & Science and the Law School are in the process of getting started.

Diversity has 4 goals areas – strategy and research on the 4 schools. Raymond has been working with them.

University Relations began last Fall with a Fall and Spring session. Fr. Spitzer feels their business plan is done but Margot would like to see some more work done to get to the strategic plan stage.

Finance is working on a budget planning model and as information comes in they can come up with the bottom line. They’re using historical data and current assumptions to project to the future.

Mission & University Ministry area reported that Fr. Watson had completed one before he left but Fr. Lee is starting all over again due to changes that have taken place. He anticipates being done the end of this year. Fr. Lee said he is looking for specifics following what Europe has done. He reported that there are 5 areas they’re working on to bring Mission areas together and working the same way. Fr. Lee hopes to meet with staff and faculty to come up with a mission.

Thayne passed out a sheet detailing conceptual “goal categories” and asked the group for discussion. This Committee’s task is “what does the Mission mean?” These 10 areas are ones that the Cabinet has reviewed. The Cabinet, the President and the Board anticipated development and publication of University-wide goals to go before the Board in October 2006.

The quote by Henry David Thoreau was brought up, “Do not worry if you have built your castles in the air. They are where they should be. Now put the foundations under them.” There are multiple opportunities for goal categories.

Thayne pointed out that the conceptual goal category “Service Excellence” came from another Jesuit institution. Service excellence is a goal or strategy and something everyone supports and an office was set up to assess this indicator. Thayne listed five subheadings under service excellence:
1. Improve faculty and staff orientation program
2. 
3. 
4. 
5.
Discussion items and questions followed:

- A five-year plan seems to be a more appropriate range with the changes taking place. Ten years seems too far out.
- A ten-year plan wouldn’t be very fine tuned. Tendency to be too fine tuned. Even 5 years is difficult.
- Our process – Vision 2012 – what can we do and how can we do it?
- Vision statement cannot get too specific because that would limit goal categories.
- This Steering Committee can do some work framing some of these goals.
- Our list of goals should be a “living” document that will change over time – make this process ongoing.
- Environmental issues
  - What the future of the institutions looks like.
- We are an academic institution, but there are areas that could develop plans (i.e., Plant, IT) whereby it would be difficult to know if the plans are relevant to academic needs.
- The October 2006 deadline could put us in a bind.
- Establish a timeline in view of what we want to accomplish.
- Communication is key – let everyone know that there is a lot of work going on.
- Ideally all be integrated at some level, facilitate through the Steering Committee to ultimately the University’s Strategic Plan.
- Problems which may arise being allocation of resources and impact on other areas.
- Goals and objectives – different areas have different terms – whatever you want it to be.
- Parallel – bottom up and top down. We can massage and integrate.
- Use measurable goals. Action plans change annually tied to budgets and accountability.
- Accountability – performance appraisals, compensation to achieve buy-in.
- Need to do an honest assessment of our strengths and weaknesses.
- Threats that may impact us – perhaps a roll of this Committee, or not necessarily this Committee.
- Global factors – to be competitive.
- What are the needs for the institution?
- Accreditation Self-Study – a good link.
- If we get too large, where the mission cannot be carried out – make believe world or real world?
- What’s to become of this Vision Statement? Will it change? Some are concerned that we’ll change some things that we don’t want to change.
- Do some true community development – Who we are and where are we going. Why?
- Create a process which is inclusive and mindful.
- We should want to do this anyway – Who are we? Where we are and where are we going? Where do we want to go and why? How do we get there?
- Mission and Vision – goal categories and resources.
- Not get bogged down in the “how.”
- The Society of Jesus already has a Vision in place for Mission areas, with inter-religious, with justice and with culture. The high schools have participated but the colleges have not.
- Not to establish goals too soon.
- Common language and guiding principles so people understand clearly.
• SWAT analysis – How to apply? What do you see as major opportunities and threats and do you have data? Submit data when possible. SWAT to focus on the University, not just the areas.
• Seek input from the community to establish a feel for being a part of the process.
• Remember not all people have access to email on a daily basis for contact and input purposes.
• Remember people are concerned about reprisals when putting anything in writing.
• Trustees already have a sense of where we’re going globally.
• The October date is a good one – to do it now. On the fiscal side, things are ripe and good right now.

Thayne said he would provide the Committee with the summary sheet from Accreditation as there may be elements that we’re required to respond to.

Paul will work with a few Committee members to develop communications for the community.

Thayne expressed a desire to keep the momentum going. With that in mind he asked the Committee about a cycle of meetings. It was decided that 2-hour meetings about every 3 weeks, and no less than once per month, could keep the momentum up.

The meeting was adjourned at 4:00 p.m.