

# **STRATEGIC PLANNING STEERING COMMITTEE KICK-OFF MEETING**

May 25, 2023

# WELCOME

# AGENDA

- Welcome (5 minutes)
- Committee Charge (15 minutes)
- Ice Breaker (20 minutes)
- Strategic Planning (15 minutes)
- Group Exercise (30 minutes)
- Wrap-Up (5 minutes)

# COMMITTEE CHARGE

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- Work with faculty, staff, students, alumni, community partners, and other stakeholders to define the vision, mission, and values for Clayton State for the next three years
- Review, analyze, and embrace data gathered from town halls, focus groups, working groups, and others to formulate priority goals and objectives
- Serve collegially and collaboratively to develop a plan that is transformative and innovative to address the university's unique needs
- Lay aside self-interests to serve the good of the university as a whole
- Prioritize the work of the committee to ensure the program schedule is successfully met
- Communicate proactively with colleagues and constituents about the work of the Steering Committee to ensure engagement and awareness

# ICE BREAKER

# ICE BREAKER QUESTIONS

1. What is your name, job title, department, years of service or affiliation with Clayton State?
2. In which city/state/country did you grow-up?
3. Tell us something about yourself that most people do not know.
4. What is the most unusual job you have ever had?

## Directions

- Interview someone you may not know (7 minutes)  
Index cards and pens are available for you to take notes
- Be prepared to introduce your fellow committee member to the group

# STRATEGIC PLANNING



# WHAT IS A STRATEGIC PLAN?

- According to the Society for College and University Planning, it is an opportunity to *innovate, transform, and reflect on the institution's performance* and to ask questions such as:
  - Are we...
    - Achieving our vision?
    - Living by our mission and values?
    - Serving students in the ways in which they want and need?
  - What should we...
    - Keep Doing?
    - Stop Doing?
    - Start Doing?
    - Change?

# VISION, MISSION, AND VALUES

- Vision {Aspirational; Who we want to be}
  - To become a national model for university-based community engagement and for equipping students with the knowledge, skills, and motivations for learning and success.
- Mission {Operational Goal; Why we exist}
  - Through teaching, scholarship, and service, we provide an environment of experience-based learning, enriched by active community engagement that prepares an increasing number of students from all walks of life to succeed in a diverse society.

# VISION, MISSION, AND VALUES

- Values {Shared Beliefs; Purpose & Direction}
  - **Collegiality** - We treat each other with respect and work together in a spirit of inclusiveness, collaboration, and teamwork to serve others and reach common goals
  - **Excellence** - We give our best effort and seek continuous improvement in all our activities
  - **Innovation** - We are open to new ideas and creative methods for solving problems
  - **Integrity** - We promote ethical behavior, taking responsibility for our attitudes, actions and results
  - **Transparency** - We support open, honest and continuous communication

# PRIOR PLAN

- Strategic Plan 2022
  - <https://www.clayton.edu/strategic-plan-2022/index>
- Strategic Priorities:
  1. Increase enrollment, retention, and graduation rates
  2. Increase external funding
  3. Build brand through community engagement and program development focused on career preparation and success
  4. Promote the brand through an integrated marketing communication program
  5. Advance innovation in experiential teaching styles, methods of delivery, and research
  6. Continue investing in infrastructure improvements

# PLANNING DETAILS

- Plan Length – Targeting 3-Years
- Draft plan due in December 2023 prior to the holiday break
- Finalize and publicly announce the plan in March 2024

**Phase 0:** Pre-Planning

**Phase 1:** Build a Shared Understanding

**Phase 2:** Prioritize Strategic Options

**Phase 3:** Draft Strategic Plan

**Phase 4:** Finalize Plan and Prepare for Execution

# PRELIMINARY TIMELINE

| Month   | 2023 |      |      |      |      |      |      | 2024 |      |      |
|---|------|------|------|------|------|------|------|------|------|------|
|   | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. |
| <b>Phase 0: Pre-Planning</b>                            |      |      |      |      |      |      |      |      |      |      |
| Finalize project plan and timeline                      |      |      |      |      |      |      |      |      |      |      |
| Design stakeholder engagement approach                  |      |      |      |      |      |      |      |      |      |      |
| <b>Phase 1: Build a Shared Understanding</b>            |      |      |      |      |      |      |      |      |      |      |
| Conduct environment scan and benchmarking               |      |      |      |      |      |      |      |      |      |      |
| Lead stakeholder engagement                             |      |      |      |      |      |      |      |      |      |      |
| Summarize key findings                                  |      |      |      |      |      |      |      |      |      |      |
| Develop universe of options                             |      |      |      |      |      |      |      |      |      |      |
| <b>Phase 2: Prioritize Strategic Options</b>            |      |      |      |      |      |      |      |      |      |      |
| Confirm prioritization framework                        |      |      |      |      |      |      |      |      |      |      |
| Conduct prioritization exercise                         |      |      |      |      |      |      |      |      |      |      |
| <b>Phase 3: Draft Strategic Plan</b>                    |      |      |      |      |      |      |      |      |      |      |
| Draft strategic plan document                           |      |      |      |      |      |      |      |      |      |      |
| Design and execute socialization process                |      |      |      |      |      |      |      |      |      |      |
| <b>Phase 4: Finalize Plan and Prepare for Execution</b> |      |      |      |      |      |      |      |      |      |      |
| Finalize strategic plan                                 |      |      |      |      |      |      |      |      |      |      |
| Establish implementation process                        |      |      |      |      |      |      |      |      |      |      |

# NEXUS OF FORCES



# ACTIVITY TO DATE

- Reviewed our most recent strategic plan and identified potential themes for the next plan
- Researched peer institutions and their respective plans, and reviewed relevant articles, as well as various internal and external reports and data



# SACS PEER INSTITUTIONS

| Institution Name                             | State |
|--|-------|
| Alabama State University                     | AL    |
| Auburn University at Montgomery              | AL    |
| Delta State University                       | MS    |
| Fayetteville State University                | NC    |
| Florida Gulf Coast University                | FL    |
| Henderson State University                   | AR    |
| Jacksonville State University                | AL    |
| Louisiana State University-Shreveport        | LA    |
| Morehead State University                    | KY    |
| Murray State University                      | KY    |
| Nicholls State University                    | LA    |
| Norfolk State University                     | VA    |
| North Carolina Central University            | NC    |
| The University of Tennessee-Chattanooga      | TN    |
| The University of Tennessee-Martin           | TN    |
| The University of Texas of the Permian Basin | TX    |
| Virginia State University                    | VA    |
| Winston-Salem State University               | NC    |

# ACTIVITY TO DATE

- Formulated steering committee
- Interviewed consultants to lead the overall planning process
  - Recent data in the *Chronicle* suggests that outsourcing has become a common practice for institutions choosing to innovate and transform

# GROUP ACTIVITY

# **GROUP ACTIVITY: QUESTIONS TO CONSIDER**

1. What are the Clayton State strengths and assets?
2. What do you hope the strategic plan will ultimately accomplish?

## **Directions**

- As a group, develop separate lists which address each of the questions (15 minutes)
  - Go to your assigned Pod (Table 1 = Pod 1)
    - Flip chart paper can be safely affixed to the room walls
  - Identify group leaders who will report-out about your team's lists and the related discussion

# WRAP-UP

## NEXT STEPS

- Contracting and onboarding the consulting firm (In-process)
- Steering Committee Meetings
  - Monthly Standing Meetings
  - Minimally, a working group meeting per month w/the consulting team
- The majority of the Committee's work will occur between July and October

**THANK YOU FOR JOINING US!**