Minutes from the Strategic Planning Steering Committee meeting
Friday, October 31, 2008

Attending: Gail Hackett, Chrisanne Arnold, Adam Brown, Paul Cuddy, Jennifer DeHaemers, Lawrence Dreyfus, Sandy Gault, Mary Pat Henry, MaryLou Hines Fritts, Patricia Marken, Meghann Martens, Nancy Murdock, Bonnie Postlethwaite, John Purk, Walt Rychlewski, Jim Sheppard, Bob Simmons, Michael Strait, Lisen Tammeus, Jeff Thomas, Kevin Truman, Mel Tyler
Ex-Officio: Larry Bunce, Joy Wheeler, Troy Lillebo

Absent: Karen Dace, Bridgett Johnson, Sarah Morris, Steve Stroud, Thad Wilson, Hugh Zimmer
Ex-Officio absent: Gary Ebersole, Leo Morton, John Readey

Recorder: Mary Allen

Welcome and Introductions

Dr. Hackett convened the meeting, and with the completion of introductions, outlined the strategic planning process and the charge to the steering committee. Dr. Hackett explained that the best possible efforts were made to insure that the committee reflects representation from all constituencies – faculty, staff, students, etc. A wide cross-section of the University needs to be involved in the work of this committee.

Why Strategic Planning and Why Now?

Dr. Hackett distributed copies of several documents, including UMKC’s Vision and Mission statement, which also includes goals. This is the document approved by the Curators and that differentiates us from the other UM System schools. Another document, entitled “UMKC’s Vision and Strategic Goals” was also distributed. Even though this looks very much like a strategic plan, it is not and should not be confused for one. Instead, it should be viewed as an interim plan. This particular document was put in place by former UMKC Chancellor Guy Bailey. The document was not created with wide input, but rather, urgently addressed some of the issues relevant at the start of his tenure. This document was intended to be an interim plan covering three years, and it has essentially run its course. Many of the goals listed in this document have been achieved.

We are now at the point where we need to go back to the drawing board and develop a strategic plan that will extend out five – ten years or longer. Dr. Hackett explained that UMKC needs to move to action. We need to have much input on the front end, and fortunately, we have access to a large quantity of planning documents and reports (i.e. “Time to Get it Right, commission reports, Danforth, etc.). All of these documents will be made available to the committee for review. The committee should be able to move forward to set goals and make plans based on action steps in order to move us forward quickly. Our focus should be to set priorities and efforts that will position UMKC as a world-class institution.
**Work Product**

Another document distributed to the committee was a copy of the University of Cincinnati’s strategic plan as it appears on their website. This is an institution that is viewed as our aspirational peer; the kind of institution that we should be compared to versus KU, MU, etc. The handout demonstrates a concise summary of mission, goals and actions. Another institution that has a plan that includes metrics and actions steps is the University of Alabama-Birmingham.

As a group, we need to aim as well for concise statements, i.e. Dr. Bailey’s interim plan. We should be able to communicate our goals in a clear, understandable way.

**Strategic Planning Process – Role of the Steering Committee**

The Strategic Planning Steering Committee will be seen as the “big picture” group. The subcommittees formed will be the working groups, who will in turn report back to the Steering Committee. The Steering Committee will shape the final report and keep things moving along, again – keeping the big picture in focus.

Dr. Hackett mentioned that she would like at have at least one member of each working group be a part of the larger Steering Committee. This will enable on-going discussion of each working group’s activity as they report back to the larger group.

The working groups have not been finalized yet, but Dr. Hackett stated that she has received the names of volunteers and as well as nominations.

**Subcommittees/Work Groups**

The list below reflects the subcommittees/work groups:

1. **Life/Health Sciences**
   - Question to ask - Where are we in terms of priorities for this area?

2. **Visual/Performing Arts**
   - We need to produce graduates who appreciate the arts. This has to do with learning outcomes and what our graduates know and appreciate about the arts. This subgroup will need to be more creative with respect to the visual/performing arts. One possible recommendation that the subgroup may wish to consider is a performing arts fee. This fee would be used to offset the costs of innovative programs designed to expose freshmen and upper level students to visual/performing arts events. This program would span the course of a year, incorporating attendance at events that would tie into the curriculum. The end result would be the creation of a program that instills an appreciation of the arts in a way that would not otherwise be available.

3. **Urban Mission**
• Questions to ask - What is the mission of an urban institution beyond the established programs? What does it mean to be an urban serving institution?

4. Undergraduate Education/Student Access

• We need to address freshman attrition and the graduation rates. A focal point would be to look at ways to take part-time students and convert them to full-time status.

• Additionally, we need to attract the very best students academically in the region, including National Merit Scholars who reside in the area. Raising the academic quality would do much for our campus.

• Research experience for undergraduate students. We have this in place, we just need to expand on what currently exists. We already have what it takes to make this a wonderful undergraduate experience; we need to expand on it, rather than “hiding our light under a bushel.”

5. Diversity/Campus Climate

• In this respect, we should address how to make the university experience welcoming and supportive for the broadest range of students, and be a desirable place to work and teach.

6. Others?

• Dr. Hackett asked the committee members if additional subcommittees should be in place, or if there were additional recommendations. After some discussion, the committee came up with ideas for subcommittees (a list of those recommendations is attached). It was decided to narrow the additional subcommittees down to two (at least for now) to allow for adequate focus and attention. Many of the proposed subcommittees recommended by the committee will be subsets of the subcommittees already established.

The two new subcommittees are:

A. Science and Technology, and
B. Economic Development

As the work of the subcommittees gets underway, they should identify any areas where more information is needed and discuss priorities in each of these categories.

Communication/Other Issues

We need to look at the entire financial picture as we proceed, looking globally at revenue sources, research monies, etc. The University Budget Committee has stated that we need to establish priorities, and it would be beneficial for the Budget Committee and Strategic Planning Steering
Committee to talk to each other. The strategic plan will drive the budget in that it will identify priorities and related revenues and expenses.

We do not need to mirror the goals as outlined by Dr. Bailey; this serves primarily as a place to start.

Deans have been asked to send their unit’s strategic plan to Dr. Hackett. Each unit’s strategic plan will be posted on the website. Units without a plan presently have one underway. The unit’s plans need to be in sync with the University’s and the System’s plans. All three components need to be in alignment. Once this committee has a draft plan in place, we will then look at the System’s plan to see how it lines up.

Dr. Hackett inquired as to schedules for future meetings. She advised the membership that it is understood that schedules will not always be conducive toward obtaining maximum attendance.

We will expedite the publication and posting of meeting minutes for further review.

It was suggested that a tentative list of times for meetings be sent to the membership. Dr. Hackett stated that another meeting will be scheduled prior to Thanksgiving, followed by meetings of this group every three weeks to keep the conversation moving. Dr. Hackett recommended that members read the meeting minutes if they are unable to attend these meetings.

Dr. Hackett would like for the subcommittees to meet on a bi-weekly basis. The work should be done fairly quickly but not at the expense of doing good work.

**Schedule/Timeline**

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<tr>
<th>Month</th>
<th>Event</th>
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<tr>
<td>January</td>
<td>Reports from sub-committees due to Steering Committee</td>
</tr>
<tr>
<td>Late February</td>
<td>Put together first draft in late February</td>
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<tr>
<td>Early March</td>
<td>Draft completed</td>
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<tr>
<td>March</td>
<td>Request feedback on the document (internally, externally)</td>
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<tr>
<td>April</td>
<td>Final Version Completed</td>
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It should be noted that the final version of the plan will be revisited on an annual basis. The strategic plan is a living document.

The candidate for the Chancellor’s position will be afforded the opportunity to comment on the draft. We hope to have a person appointed to this position by the time we have a draft document.

Writers will put the draft and final document together with input from the Steering Committee.

Dr. Hackett advised the membership that Joy Wheeler will be assisting us with the Strategic Planning process. Joy spoke briefly to the committee of her work in this area.

**There being no further business, the meeting concluded at 8:58 a.m.**
Action Items:

Dr. Hackett advised the committee the following action steps will be completed by her office:

- Dr. Hackett stated that all of the reports and planning documents will be posted to the Steering Committee Website in chronological order and topical order. Once that has been done, an email will be sent to the committee alerting them of this action.

- Secure the list of volunteers/nominations for the subcommittees, and once formed, the steering committee will be advised of the makeup of these groups. A roster of the subcommittees will be sent to the membership.

- Two chairs have been identified to serve on subcommittees: Walt Rychlewski - Science and Technology; and Lawrence Dreyfuss - Life/Health Sciences.

- Identify chairs for the remaining subcommittees.

- A note will be sent asking for volunteers to serve on the subcommittees.

- Will set up email distribution list for committee membership.

- We will have in place a suggestion/feedback link allowing for open communication of the plan. This should be a transparent process.

- The website will include drafts of the sub-committee minutes from all meetings.
SUGGESTIONS FOR ADDITIONAL SUBCOMMITTEES/WORK GROUPS AND TOPICS FOR SUBCOMMITTEE TO ADDRESS:

1. Marketing
2. Development
3. Alumni Relations
4. Infrastructure
5. Policy Barriers
6. *Science and Technology
7. *Economic Impact
8. Professional Education
9. Examine Revenue Sources
10. Research Excellence
11. Sustainability
12. Global/International
13. Technology
14. Graduate Education
15. METs Pipeline
16. Interdiscipline

*Selected as additional subcommittee/work group