Minutes from the Strategic Planning Steering Committee Meeting
Friday, December 5, 2008

Attending: Gail Hackett, Crisanne Arnold, Karen Dace, Jennifer DeHaemers, Lawrence Dreyfus, Sandra Gault, Mary Lou Hines, Patricia Marken, Sarah Morris, Nancy Murdock, John Purk, Walt Rychlewski, Bob Simmons, Michael Strait, Lisen Tammeus, Kevin Truman, Mel Tyler, Thad Wilson, Mary Pat Henry, Larry Bunce, Margaret Brommelsiek, Troy Lillebo, Hugh Zimmer, Joy Wheeler

Absent: Bonnie Postlethwaite, Steve Stroud, Paul Cuddy, Adam Brown, Meghann Martens, Jeff Thomas, Gary Ebersole, Bridgett Johnson, James Sheppard

Ex-Officio absent: Leo Morton, John Readey

Recorder: Mary Allen

I. Welcome (Joy Wheeler)

Joy Wheeler convened the meeting at 7:27 a.m., and welcomed Hugh Zimmer, a member of UMKC’s Board of Trustees.

Copies of the minutes from the November 21 meeting were distributed to the membership in advance of today’s meeting. Ms. Wheeler asked the committee if there were any changes or comments relative to the information recorded. She asked for a motion to approve the minutes. A motion was made and seconded, approving the minutes from November 21.

II. Review Sub-committee Formation (Gail Hackett)

Gail Hackett reported on the status of the sub-committees and their formation. The Life and Health Sciences sub-committee roster has been finalized, and this group will convene for the first time on December 11. The Visual Performing Arts sub-committee has been formed and their first meeting will take place in January. Additionally, the membership of the Undergraduate Student Success sub-committee has been confirmed and will be co-chaired by Cindy Pemberton and Mel Tyler. The Urban Mission sub-committee, chaired by Joy Swallow, is almost complete and their first meeting will take place in January. The Diversity sub-committee will be chaired by Tom Poe, and the roster for this group continues to be finessed. The Science and Technology sub-committee, chaired by Walt Rychlewski, should be finalized today. The individual nominated to serve as chair of the Economic Development sub-committee had to decline. Dr. Hackett reported that she will continue to look for a chair to head up this sub-committee and subsequently finalize the roster. All in all, six sub-committees are well underway with one remaining to be completed. Each committee will have representation from the Faculty Senate. Rosters for each subcommittee will be posted to the website once their membership is finalized.

Dr. Hackett distributed two documents (Matrix Aligning Peer Institutions’ Strategic Plans; Strategic Themes from Peer Institutions’ Strategic Plans) to the committee outlining the major themes prevalent in the strategic plans of the Urban 21 institutions. Larry Bunce assembled this information by visiting the websites of those institutions, as well as peer schools, to find common themes with respect to strategic planning. Of the two documents distributed, the one entitled “Strategic Themes from Peer Institutions’ Strategic Plans” is perhaps the most useful, reflecting eight themes common throughout these institutions. The matrix provides a good look at what other institutions are focusing on, i.e. academic excellence, research, student success and finances, among others. This doesn’t mean we need to mirror these institutions, but the information culled from each is useful as we proceed.

Action: Both documents will be provided to the sub-committees.
III. Review: Discussion Guide for Strategic Planning (Joy Wheeler)

Ms. Wheeler proceeded next with a review of the UMKC Strategic Planning Steering Committee Discussion Guide, also distributed at today’s meeting. For the sake of clarity, she reviewed each point to facilitate group discussion and further elaboration when necessary. This document will serve as a guide to the sub committees work to aid in dialogue and focus. We need to have continuity in the work being done, and this document will be useful in guiding the efforts of the individual sub-groups. The sub-committees will not be asked to focus on writing the plan, but rather to provide information back to the larger group.

Ms. Wheeler stressed that this work will help all at UMKC speak with the same voice. This Guide will assist us in accomplishing our work in strategic planning as we define the future and will allow us to develop our “elevator speech” reflecting the “ideal state” for the “new UMKC.” Once complete, the strategic plan will become a “living document” and should be reviewed on an annual basis.

Dr. Hackett advised that while the focus on 3-5 years goals makes sense, we should also have long-term goals, those that extend out 10-15 years.

a. Getting Started:

Dr. Hackett reminded the committee that there is an abundance of documents, data and reports available for review on the website. It was recommended that members examine the “Time to Get It Right,” data as well as its follow up report, “Time to Get Things Done.” Mr. Zimmer commented that the “Time to Get It Right” report is very thoughtful, and was prepared by individuals in the academic community. The data is not all rosy, but provides the beginning of an outline that we might want to utilize as we look to improve our position. As it is important to guide the sub-committees in its work, this committee needs to be cognizant of the research and data at our disposal.

Dr. Rychlewski inquired as to the existence of a strategic plan from the University of Phoenix. This institution has been successful in preparing an extensive report of the education community that analyzes weaknesses within the industry. Dr. Hackett stated that she has seen their academic plan, but has not seen a strategic plan.

Action: Dr. Rychlewski stated that he will attempt to track down more documentation from The University of Phoenix.

b. The Framework:

We are starting the strategic planning process with a clear understanding of the vision and mission of the University. However, this committee needs to discuss the University’s Value Statement. The present statement is associated with a past administration and should be studied further.

There are five major strategic objectives that each committee will address; anything more than that is difficult to tackle. The focus will be to identify strategic objectives that can be accomplished in 3-5 years, followed by actions to achieve those objectives. The larger committee will assist the sub-committees in defining the timelines and metrics. The subcommittees will be charged with the task of identifying strategic objectives that the larger group will then pare down to a manageable number. The role of this larger group will be to identify the most important of the objectives presented. A smaller group, perhaps 3-5 individuals from the larger committee, will be formed as a writing group to prepare the draft plan that will ultimately result in the finished product. We will need to think how to best reconcile the strategic priorities, and it is plausible that similar objectives will come out of various groups that can then be integrated with others.
The plan will identify interfaces and crossovers, helping to break down silos in the organization. The sub-committees’ work should also include identifying goals that extend out 10 years with actions and strategies in place. The final plan should have clarity, providing someone from the outside with a clear understanding of the plan. This document will be important to the business community and funders.

Further, the current economic situation presents us with opportunities, and should be addressed by the work of the sub-committees. This is the time to identify what should be discarded in order to make us more competitive, thus allowing us to thrive in the current economic climate. Another opportunity exists with the recruitment of Kansas City students who are returning to the region in search of low-cost alternatives to costly private colleges. To follow up on this, Ms. DeHaemers pointed out that applications are up 20% in this area, and Mr. Bunce is pulling information to see where applications are originating from. It is difficult to know what the increase is attributable to, but Ms. DeHaemers and her staff knows that they will need to follow through to recruit and retain those students.

Dr. Hackett suggested that each subcommittee come up with between 5-10 long- and short-term goals. It is necessary to recognize that each area will be different, and to plan horizons accordingly. For instance, the area of Life and Health Sciences would typically take anywhere from 10-20 years to achieve the kind of institutional goals desired as a research university. Several scenarios should be sought in planning horizons. Such goals will need to be considered for the Undergraduate Student Success sub-committee as we work to transform UMKC into a more integrated residential campus. A time horizon of 10-20 years may be applicable in this case, but the sub-committee should make that determination and report back to this group.

c. Questions to inspire creative thinking for strategy discussions.

Ms. Wheeler reviewed with the committee the list of questions provided at the end of the Discussion Guide.

Ms. Morris suggested other questions to consider, including:
- Who are our rivals/competitors?
- Who are our allies, and how do we leverage the 501c3 organizations that work with the University?
- Who should be served? Are we serving the right constituencies, and if so - who are they?

Additionally, it was recommended that we use the term “stakeholder” rather than “constituent.”

The conversation moved on to the topic of mentoring students and preparing them for their first job experience after graduation. This is an opportunity to establish an ongoing and long-lasting relationship between student and teacher. The benefit of such a relationship is that it builds alumni giving.

Mr. Zimmer commented on the reception for prospective Trustee Scholars held recently. This group was comprised of students in the top 5 percent of their graduating class. Considering this ranking, these students could very well attend any institution of higher learning. When asked why they were interested in UMKC, a major consideration for these students was the mentoring program for Trustee Scholars. This is a program that should be marketed extensively, and we should continue to capitalize on the student/faculty ratio.

Action: Ms. Wheeler will modify list of questions to reflect suggested changes.

IV. Launch Meeting

Dr. Hackett announced that a combined meeting of the Strategic Planning Steering Committee, as well as all subcommittees, will take place on January 9 at Pierson Auditorium from 8:00 – 10:00 a.m. An abbreviated version of the US News presentation will be viewed at the meeting on January 9. Dr. Hackett stated that the metrics from the National Research Council, as well as metrics from Forbes.com, will be included in the presentation on January 9. This information will be used to bring the sub-committees up to speed. The Guidelines will be provided to the sub-committees, along with new information.
The meeting with subcommittees will also include: timelines and expectations of the sub-committees. Limited introductions will be made, recognizing the chairs of each sub-committee. Chairs will follow up with their respective membership.

Members of the committee were asked to send other ideas for the launch meeting to either Dr. Hackett or Ms. Wheeler.

There being no further business, the meeting adjourned at 8:55 a.m.

**Schedule of Strategic Planning Steering Committee meetings in January, 2009:**

Friday, January 9 – Joint Meeting of the Strategic Planning Steering Committee and all Sub-Committees 8:00 – 10:00 a.m.  
Pierson Auditorium, University Center

Friday, January 30 – Strategic Planning Steering Committee Meeting  
7:30 – 9:00 a.m.  
Brookside Room, 2nd floor, UMKC Administrative Center