Roadmap for the Strategic Action Plan
Infrastructure Discussion

Strategic Planning
Steering Committee Meeting

January 20, 2011

KU
THE UNIVERSITY OF
KANSAS

Strategic Planning: Accomplishments

- Steering committee established four goals (and desired outcomes) through SWOT Analysis.

  - Four working groups established to address goals:
    - Energizing the educational environment,
    - Driving discovery and innovation,
    - Engaging scholarship for public impact,
    - Elevating doctoral education.
  - Work groups are now building action plans.

- Steering committee has begun work on three "enabler goals" dealing with development of people, infrastructure, and resources.

We've come a long way since October.

- As a steering committee you have identified weaknesses and threats and, more significantly, strengths and opportunities.
- Throughout discussions, we identified goals and desired characteristics. The word "characteristics" have been somewhat confusing, so we have reformulated the terminology to now call them "outcomes." The outcomes for each goal specify the particular aspects we're looking to achieve as a result of reaching the goal. They give specificity to the goals so that our four work groups can more effectively design specific action steps for realizing the goals. The work groups are also specifying time frames for the actions and the relevant metrics to gauge progress.
- We also identified a set of "enabler goals" — those goals that will enable us to succeed in realizing the four work groups' goals.

The strategic action plan will make KU strong. This plan will not sit on a shelf, but will be a dynamic document that guides our actions and decisions.

This is a very simplistic overview of the meat of what will be in our strategic plan.

- The two main sections are Strategic Initiatives and Goals
- Let me discuss each of the two sections
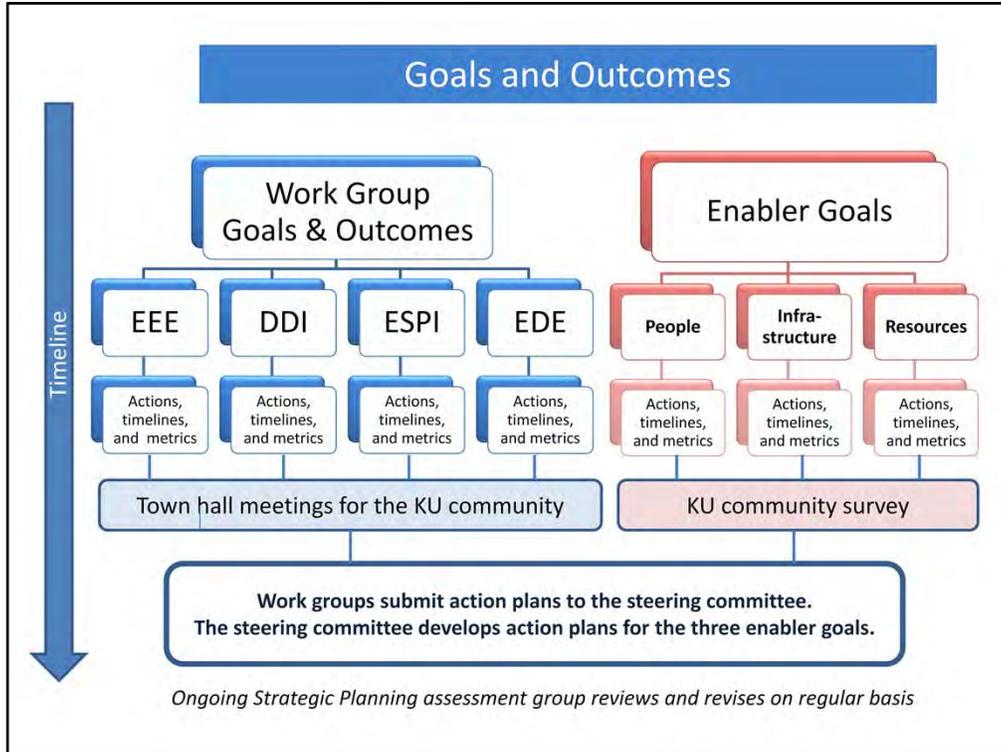
We are working on two sets of goals. The larger, primary set of goals are the ones the four work groups are addressing. We as a steering committee identified the goals and their outcomes and gave them to the work groups as their charge.

- The four work groups will ultimately be writing action plans with timelines and metrics identified.
- In March, we will be holding town hall meetings for the KU community to receive feedback on these draft reports.

We are also working on three goals that are important to realize success in the other four goals. These goals are called "enabler goals" because they enable success in the other four goals:

1. Developing people,
2. Developing infrastructure,
3. Developing resources.

Some general notes regarding the enabler goals:

- We are spending one steering committee meeting on each of these enabler goals. In December we discussed developing people. Today we will discuss developing infrastructure. Next month: developing resources.
- We cannot fully address them in a single meeting, and we should not do so without broad input. Instead, we are "seeding" the discussion with initial ideas that we are putting on the web for the entire KU community to comment on and give us their input.
- With the next *Provost eNews,* we will have on the web some draft actions that address the first two enabler goals (namely, developing people and developing infrastructure).
- We will then ask the KU community to comment on and refine these ideas.
- Ultimately in March we will incorporate that feedback into a survey instrument to the KU community to prioritize the ideas.
- We will use that feedback to draft the actions for the three enabling goals.

Strategic Initiatives

Timeline		
Feb 1, 2011	Town hall and informal coffees to discuss process
Feb 28, 2011	Nominations due
March–April 2011	Deans vet proposals with external experts' input and KU community reaction
April 2011	Review by steering committee
May 2011	Approximately 3–5 strategic initiatives proposed in strategic action plan
Fall 2011	Campus-wide community retreats for each strategic initiative

Ongoing Strategic Planning assessment group reviews and revises on a regular basis.

A crucial piece of the strategic action plan will be the identification of strategic initiatives or themes under which we will cluster KU's academic and research strengths. Each strategic initiative will advance KU in the following important ways:

- Address an emerging or escalating global grand challenge where KU has exceptional capabilities;
- Build a scholarly community of excellence that challenges, engages, and inspires individuals from many disciplines around a common theme;
- Enhance KU's national and international visibility and impact;
- Engage and motivate funding agencies, foundations, state and local government, corporations, alumni, and/or friends to provide much-needed resources; and
- Provide our students with unique experiences that will position them as highly recruited and valued drivers and innovators of social and technological change.

Strategic initiatives that build links across KU's schools and campuses will be based upon and will further enhance our tremendous disciplinary strengths. These initiatives will help remove institutional silos that can make crosscutting activities difficult.

With the DDI work group and the deans, we have come up with a nomination form for strategic initiatives. It directly addresses the criteria announced in the Nov 30 *Provost eNews.* It is in the packet of material you have today. These will be emailed soon to faculty across campus to offer nominations for strategic initiatives. The main portion of the nomination form is only 3 pages long, which we hope encourages many nominations and ideas.

What happens next:

- On February 1st at 3:30 pm, co-chair Mabel Rice and I will hold a town hall meeting in Alderson Auditorium (right downstairs). It will be recorded for the website so those who can't come can hear the presentations and questions.
  - Our goals are to update the KU community on what's been happening with strategic planning and specifically talk about the process for nominating and choosing strategic initiatives.
- In the two weeks following the town hall meeting, we will hold informal coffees to get input on the strategic initiative process and answer questions.
  - There is a sign up sheet in the back of the room. We would like two steering committee members to be at each of these meeting along with me, Mabel, or one of the executive committee members. This will be a fun way for you to interact with faculty, staff, and students.

- After we receive the nominations, we will get input from some national experts on the fit with national trends. We will give the KU community an opportunity to react to and comment on that input. The deans will vet and propose to this group some broad strategic initiatives.
  - The steering committee will review those nominations in April and they will be included in the strategic action plan draft in May.
- The process does not end in May. We don't want winners and losers. The strategic initiatives that are chosen will be along broad themes. They will build communities interested in different aspects of a particular societal grand challenge. For each strategic initiative, we will spend next fall holding a *retreat,*

bringing the community together, learning the wealth of experience and intellect we have to offer, and collectively deciding what investments are most warranted to enable success within the initiative.

- For each strategic initiative, the collective effort in the fall will involve faculty participants, deans, and the Provost's Office. It will involve discussing replacement faculty slots, new faculty slots, needed infrastructure, and personnel. Our goal is to establish an intellectual hub that contributes to exciting and successful scholarly efforts among the participants. We want to help individuals realize external funding to grow and sustain their research efforts.
- The strategic initiatives are meant to be dynamic and tracked on a regular basis. Investments will be evaluated in order to gauge the value of further investments.

Strategic Planning: Focus on inclusion & communication

- Urgency:
  "Being good enough" is just no longer good enough.

- Committed to being an institution of excellence.

- Communication to the KU community
  - *Provost eNews*.
  - Website.
  - Local media.
  - Provost visits to all departments, designated centers, and staff units on campus.
  - Advance posting of criteria for strategic initiatives and subsequent development of the nomination form.

Communication, inclusion, transparency are extremely important in what we do. You will remember we started back in October talking about a sense of urgency. Why "being good enough" is just no longer good enough. We all aspire to excellence — and developing the full potential of KU.

Strategic Planning: Focus on inclusion & communication

The mantra of the steering committee and each work group is to engage the KU community. Examples:

- 705 individual responses from the solicitation of learning goals;
- Learning goal prioritization by 47 departments and schools (based upon discussions in department-wide and school-wide meetings), 5 focus groups with alumni and students, and additional discussions with 7 KU units;
- Ongoing representation in every department to advise which data need to be collected and oversee the framework for the Faculty Activity Reporting System;
- Focus groups on scholarly engagement with faculty and business leaders (Jan–Feb);
- Town hall on work group recommendations (in March);
- KU community survey of enabler goals (in March);
- Faculty/staff meetings (department-wide and school-wide) on ideas for strategic initiatives (January–February);
- Nominations for strategic initiatives (due February 28, 2011);
- Input by external experts on the strategic initiative nominations and opportunities for the KU community to weigh in on the input (March–April);
- Collaboration of deans in recommending strategic initiatives (March–April).

There is a buzz at KU. Not everyone is fully convinced that strategic planning is a good idea — but people are beginning to believe that we mean business and that we will be putting together a plan that has a real positive impact on KU's future.

It is thus vitally important that we give everyone in the KU community and in the broader community the opportunity to give their inputs and contribute so that we

- get the best ideas into the plan and
- the buy-in necessary to implement it successfully.

I am confident and excited that these pieces will come together in May to build a coherent actionable strategic plan.

Your commitment to this process and to sharing your knowledge of the process with your colleagues is crucially important and very much appreciated.

We are right on track.

Infrastructure

Question: *How can we best develop the necessary infrastructure to achieve our goals?*

Two main types of infrastructure:

1. **Physical and equipment**
   - discussed in *Initiative 2015* study.
   - Examples: building, renovation, specialized equipment.
   - Draft of starting point will be put on the web based upon recent studies and assessment.

2. **Organizational and support infrastructure** ← today's *focus*

Thank you for reading the infrastructure support that was mailed to you last week. This report is primarily about the first type of infrastructure, which we call "physical and equipment infrastructure," dealing with things like buildings, the physical plant, renovation, maintenance, specialized equipment, laboratories, …

This is a very important aspect of infrastructure — but that is NOT the scope of our conversation today. We have studied these issues in the past and will use those to seed the discussions on the web.

Instead I would like us to focus today on the organizational/administrative/support aspect of infrastructure.

To begin to get your mind around these type of issues, we've asked Vice Provost for Finance and Administration Diane Goddard to share with us some of the aspects of organizational infrastructure that she deals with every day — like payroll, business services, HR, communications, IT. Please be thinking about the ways in which KU's organizational infrastructure — the way we do business — helps or hurts your ability to do your job. That will be the basis of our small group discussion later today.

I am now pleased to introduce Diane Goddard …