



University of San Diego ENVISIONING 2024

Update to Board of Trustees

April 22, 2016

Agenda

- Welcome
- Visioning Process Overview
- Discussion of Vision Statement and Six Interconnected Pathways
- Next Steps

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Strategic Planning Project Stages

The strategic planning process has four phases and is facilitated by on-going stakeholder engagement.



On-going input and engagement with University stakeholders

Summary of Progress to Date

- USD is articulating a bold new vision and plan which will provide direction for the University over the next decade.
- While our planning timeline coincides with USD's 75th anniversary, we are also looking toward its centennial.
- The University leadership has partnered with Huron to think through how best to advance its ambitions, enhance USD's value proposition, and forge a more distinctive identity.
- President Harris appointed a Strategic Planning Steering Committee to engage the university community and lead this initiative.
- The initial phases of our collaboration culminated on April 4 when more than 100 people attended the half-day Vision Conference.

Steering Committee

The Steering Committee is a cross-functional, collaborative team.

Steering Committee Membership

- Andrew Allen (Co-Chair)
- Esteban Del Rio (Co-Chair)
- Michel Boudrias
- Katie Coutermarsh
- Heather Dooley
- Hugh Ellis
- Minh-Ha Hoang
- Terry Kalfayan
- Michael Lovette-Colyer
- Patricia Marquez
- Noelle Norton
- Karen Oropeza
- Chell A. Roberts
- Carmen Vazquez
- Mary Jo Wiggins

Analysis

The Committee's work has been informed by stakeholder input as well as reviews of the University's current and competitive contexts.

Input from University Stakeholders

- The Steering Committee agreed an important principle for this process was that it be inclusive and transparent.
- Stakeholder input was gathered through interviews, meetings, focus groups, and an electronic form.

Current State Assessment

- USD has had considerable growth in its short history.
- Strengths can be identified across the campus but concerns remain about what unites the campus as a whole to tackle broader challenges.
- Maintaining a strong standing and augmenting the impact of students and leaders are key aspirations.

Competitive Landscape

- Competition has increased, putting additional emphasis on distinctiveness and brand identity.
- Some private counterparts with longer histories and established brands have amassed greater financial resources.

Stakeholder Engagement

The themes summarized on the following slides were arrived at via diverse forms of stakeholder engagement across the University.

- More than 200 individual meetings, in addition to small groups, department visits and town halls, by President Harris in 2015 with students, alumni, faculty, staff, administrators, and friends of USD.
- Continued alumni engagement across 11 cities nationwide as part of the spring Torero Tour.
- 442 unduplicated submissions through the feedback form on the Envisioning 2024 website.
- 32 individual interviews and 12 focus groups with students, alumni, faculty, staff, administrators and other key University stakeholders conducted by Huron, with many more facilitated by the Steering Committee leadership.
- Multiple meetings with senior leadership teams across the USD to gain input and feedback.

Guidance from Trustees

At the February Board meeting, Trustees provided input and counsel to the Steering Committee.

- The Board of Trustees reviewed a set of ten themes and a preliminary vision statement.
- Input from the Trustees during this session helped the Steering Committee to further iterate and refine the themes and vision statement.
- Trustees similarly emphasized the importance of reflecting USD's Catholic identity.
- Trustees also emphasized the role of place and the need to be fully engaged in key issues in San Diego.
- They also offered advice that the vision statement be concise, aspirational, relevant, and truly capture the essence of USD.

Guidance from Visioning Conference

On April 4, more than 100 community members, including 10 Trustees, gathered to discuss the draft vision statement and six pathways.

- President Harris provided an overview regarding the development of the draft vision statement and strategic pathways.
- Steering Committee leadership provided brief introductions for each of the six pathways followed by a panel discussion.
- Each table was assigned two pathways to identify programs and partnerships that align with the pathway, ways to measure success, and discuss the coherence of the draft vision statement.
- Each table reported back to the full group, sharing their findings as well as offering guidance on the overall vision statement.
- An important outcome was the understanding that these pathways must be interconnected for USD to be distinctive and that these pathways will guide future planning efforts.

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Mission Statement

The University of San Diego is a Roman Catholic institution committed to advancing academic excellence, expanding liberal and professional knowledge, creating a diverse and inclusive community and preparing leaders who are dedicated to ethical conduct and compassionate service.

Proposed Vision Statement

The University of San Diego sets the standard for an engaged, contemporary Catholic university confronting humanity's urgent challenges and seizing opportunities with the joy of hope.

Vision Statement

The University of San Diego sets the standard for an engaged, contemporary Catholic university confronting humanity's urgent challenges and seizing opportunities with the joy of hope.

Interconnected Paths

Access and Inclusion

Liberal Arts Education for the
21st Century

Anchor Institution

Practice Changemaking

Engaged Scholarship

Stewardship of God's Creation

Vision Statement

The University of San Diego sets the standard for an engaged, contemporary Catholic university confronting humanity's urgent challenges and seizing opportunities with the joy of hope.

Access and Inclusion

Expand access and demonstrate inclusive excellence to benefit the learning and success of all students and advance educational equity for our campus and communities.

Vision Statement

The University of San Diego sets the standard for an engaged, contemporary Catholic university confronting humanity's urgent challenges and seizing opportunities with the joy of hope.

Anchor Institution

Engage in democratic partnerships locally that extend beyond the borders of our campus and nation to emerge as the leading faith-based, anchor university in the United States.

Vision Statement

The University of San Diego sets the standard for an engaged, contemporary Catholic university confronting humanity's urgent challenges and seizing opportunities with the joy of hope.

Engaged Scholarship

Encourage the integration of knowledge and research to address interrelated questions within and across disciplines and communities with local specificity and global implications.

Vision Statement

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Liberal Arts Education For The 21st Century

Integrate knowledge, high-impact teaching and learning practices, transformative practical experiences, and a holistic, liberal arts education so that all students can lead purposeful lives and pursue successful careers.

Vision Statement

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Practice Changemaking

Inculcate the entire university with a spirit and practice of changemaking, where social innovation and entrepreneurship lead to positive change.

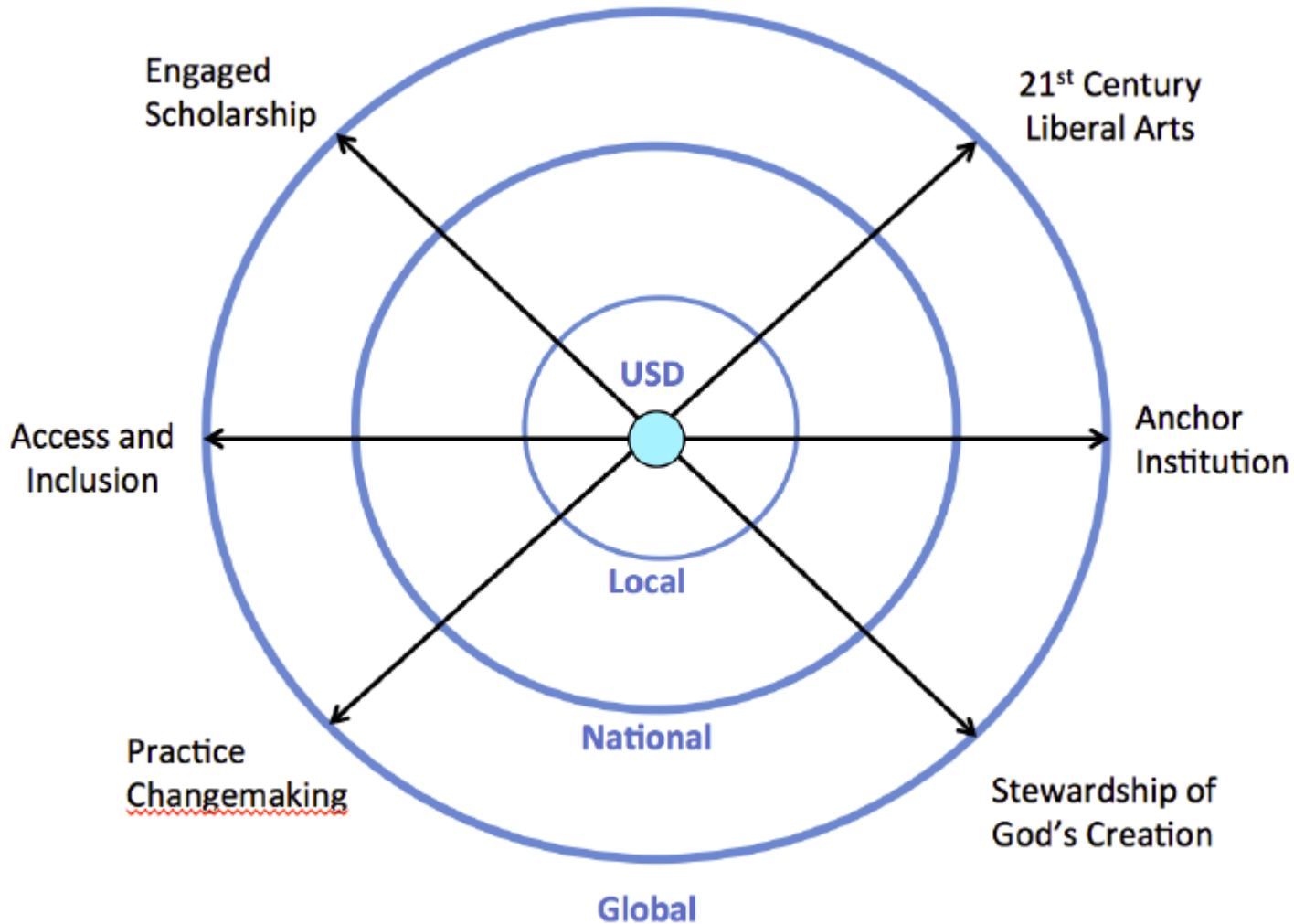
Vision Statement

The University of San Diego sets the standard for an engaged, contemporary Catholic university confronting humanity's urgent challenges and seizing opportunities with the joy of hope.

Stewardship of God's Creation

Encourage and enact care for all creation by embodying the urgent call of *Laudato Si'* through teaching, scholarship, campus culture, and community partnerships.

Envision 2024: Emanating Outward



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Next Steps

Strategic Plan

- Appoint working groups for each pathway to conduct the following activities:
 - Conduct an inventory of existing assets that align with the pathway
 - Identify gaps that may prevent USD from achieving excellence
 - Prioritize 3-5 goals to guide USD's planning efforts for the pathway
- Over the summer, the Steering Committee, with support from Huron, will draft the strategic plan for approval at the September Board of Trustee Meeting.

Operational Plan

- The Steering Committee will then define the road map and tactical plans to guide implementation of the Strategic Plan for approval at the February 2017 Board of Trustee Meeting. This operational plan will need to consider, among other issues, the implications for the following:
 - Finance
 - Enrollment
 - Online & traditional delivery systems
 - Classroom and library infrastructure
 - Marketing and branding strategy
 - Talent management



QUESTIONS