



HuronEducation

USD Strategic Planning Process
Kick-off Meeting

November 2, 2015

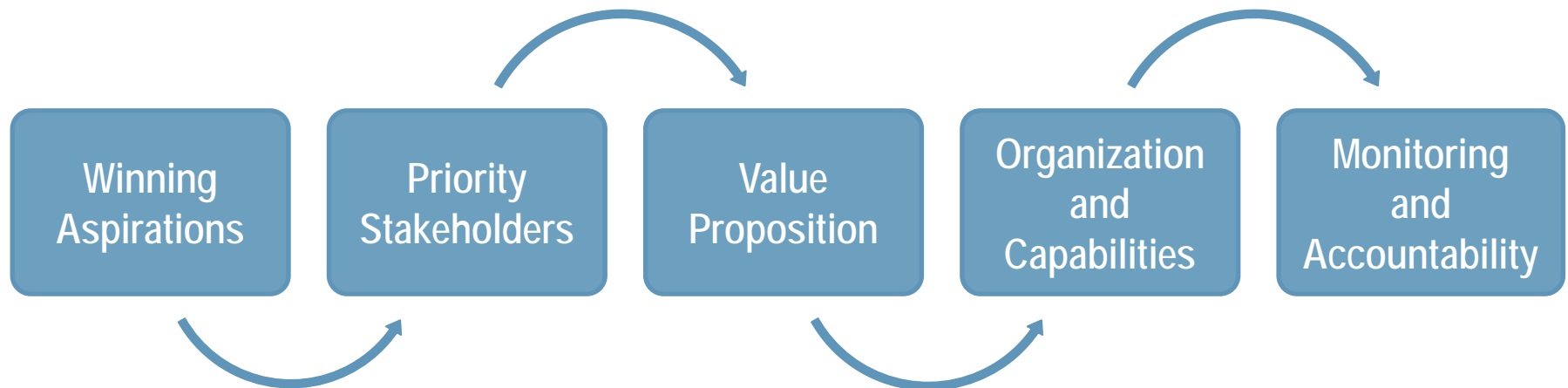
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Engagement Objectives, Scope, and Timeline



Strategic Planning

Strategy is a series of interrelated choices that aligns an organization on key priorities and the allocation of scarce resources.



A Collaboration Greater Than the Sum of the Parts



- Integration and alignment results in optimal plan for the University
- Reflection, creativity and innovative spirit
- Accountability
- Ownership over governance and execution

As your partners, we will play various roles that endeavor to achieve this end.

Project Approach



Coordination with the Board of Trustees

We will coordinate activities to correspond with the Board of Trustee meetings on:

- **December 4, 2015** – We will conduct meetings, focus groups, and interviews related to our current state assessment to correspond with President Harris's inauguration.
- **February 26, 2016** – We will update the Trustees on the Steering Committee's progress by reviewing the current state and higher education landscape assessments. We will give the Trustees an opportunity for input and reflection.
- **April 22, 2016** – We will schedule the Vision Conference in early April and anticipate some Trustees will participate at this event. At this Board meeting, we will update the Trustees on the emerging vision statement and details on the goals and priorities the sub-committees have been developing.
- **September 23, 2016** – The Steering Committee will reconvene as soon as faculty, staff, and students are back to campus (and prior to the Labor Day holiday) to confirm the strategic plan and give President Harris sufficient time to prepare his remarks for the Board at this meeting.

Milestone: Working Session II

University of San Diego



- USD's mission, Catholic identity, Changemaker Campus designation and other cultural attributes
- Stakeholder feedback during interviews, meetings and focus groups
- "Crowdsourced" ideas
- Historical performance data

Higher Education Landscape



- Competitive landscape
- Student and employer trends
- Experiential learning and academic innovation
- Economic development and community engagement

Strategic themes and work in subcommittees

Stakeholder input on strategic themes

Between Milestones II & III

- After reflecting on the current state assessment, external landscape assessment and ideas generated from the campus community, we will agree to themes that form the foundation of the strategic plan
- The Steering Committee will form sub-committees that are oriented around themes or strategic priorities
- Each sub-committee will have 1-2 leads from the Steering Committee and will also be open to participation from other members of the USD community, comprising 5-7 members altogether
- Sub-committees will be responsible for further evaluation, vetting, and more detailed planning
- Huron will provide project management, develop tools and templates, and provide consultation

Milestone: Vision Conference

Draft plan confirmation

- Findings from work in subcommittees
- Presentation on stakeholder community input

Visioning exercise

- Brainstorming and visualization
- Summation and refinement

Key considerations

- Key assumptions and risk mitigation
- Performance indicators, measurement, and timeframe

Draft Strategic Plan, including vision statement, goals and priorities
Key considerations

Participants and Contributions

- **Huron team:** The Huron team will provide project management and convene the representative stakeholders to ensure a planning process that is both efficient and effective.
- **Steering Committee:** The Steering Committee will provide ownership throughout this process by providing their input and perspective and also help to solicit feedback from relevant constituent groups. The Steering Committee will work in tandem with President Harris to develop a final strategic plan.
- **President Jim Harris:** Has executive authority regarding the oversight of the development of the strategic plan. The co-chairs will report on a regular basis to the president regarding progress.
- **Sub-committees:** Will be assigned to develop a working plan regarding specific themes that emerge from the visioning conference.
- **Interview participants:** The Steering Committee leadership and Huron team will identify a list of key interview subjects that are representative of constituent groups.
- **Focus groups:** The Steering Committee will help determine which constituent groups should participate in focus groups. The focus groups will provide a venue for members of the campus community to participate.
- **Campus community:** A web portal will be established to update the broader community on progress to date and provide opportunities for input and involvement.
- **Elaine Atencio:** Will provide logistic and administrative support for the Steering Committee and Huron team.

Project Timeline

Our timeline is designed to have a strategic plan that Dr. Harris will present to the Board of Trustees at their first meeting next Fall.

		Phase 1		Phase 2			Phase 3				Phase 4	
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
USD	Generate strategic planning ideas											
	Provide feedback on themes											
	Provide feedback on draft plan											
Steering Committee	Engagement kickoff session	★										
	Current state and landscape session			★								
	Sub-committee work											
	Vision conference						★					
	Confirm final draft										★	
	Senior leadership recommendations											★
Huron	Prepare meeting materials											
	Facilitate meetings and workshops											
	Build foundational USD understanding											
	Develop landscape analysis											
	Manage stakeholder engagement											
	Synthesize stakeholder feedback											
	Manage sub-committee process											
	Prepare final drafts											

★ Denotes key Steering Committee meetings

Stakeholder Engagement



Key Stakeholders

Stakeholder Groups	
▪ Students	▪ Employers
▪ Faculty	▪ Donors
▪ Staff	▪ Community Members
▪ Alumni	▪ Members of the Diocese
▪ Trustees	▪ Others?

What are the best channels for reaching these stakeholder groups?

Garnering Stakeholder Input

	Messaging to Stakeholders	Input from Stakeholders
1. Project Initiation	<ul style="list-style-type: none">Strategic planning purposeOverview of process	<ul style="list-style-type: none">Ideas on key priorities
2. Draft Strategic Themes and Priority Initiatives	<ul style="list-style-type: none">Draft themesInvitation to feedback	<ul style="list-style-type: none">Feedback regarding strategic themes
3. Vision and Considerations	<ul style="list-style-type: none">Engage stakeholders in open forums for discussion and vetting of ideas and approaches	<ul style="list-style-type: none">Input on a working vision statement
4. Strategic Plan Confirmation	<ul style="list-style-type: none">Draft plan along with action items, performance measures and considerations	<ul style="list-style-type: none">Questions and comments on vision and plan

Our Collaboration



Roles and Responsibilities

Steering Committee Membership

- | | |
|--|--------------------|
| ■ Andrew Allen (Co-Chair)* | ■ Minh-Ha Hoang |
| ■ Esteban Del Rio (Co-Chair)* | ■ Terry Kalfayan |
| ■ Michel Boudrias | ■ Patricia Marquez |
| ■ Katie Coutermarsh | ■ Noelle Norton |
| ■ Heather Dooley | ■ Karen Oropeza |
| ■ Reverend Monsignor Richard Duncanson | ■ Chell A. Roberts |
| ■ Hugh Ellis | ■ Carmen Vasquez |

* Co-Chairs report to President Harris

The Steering Committee should establish a set of guiding principals as this will help frame ongoing interactions and prioritize communications moving forward:

- Transparent
- Participatory
- Inclusive
- Open communication / cascading communication
- Others?

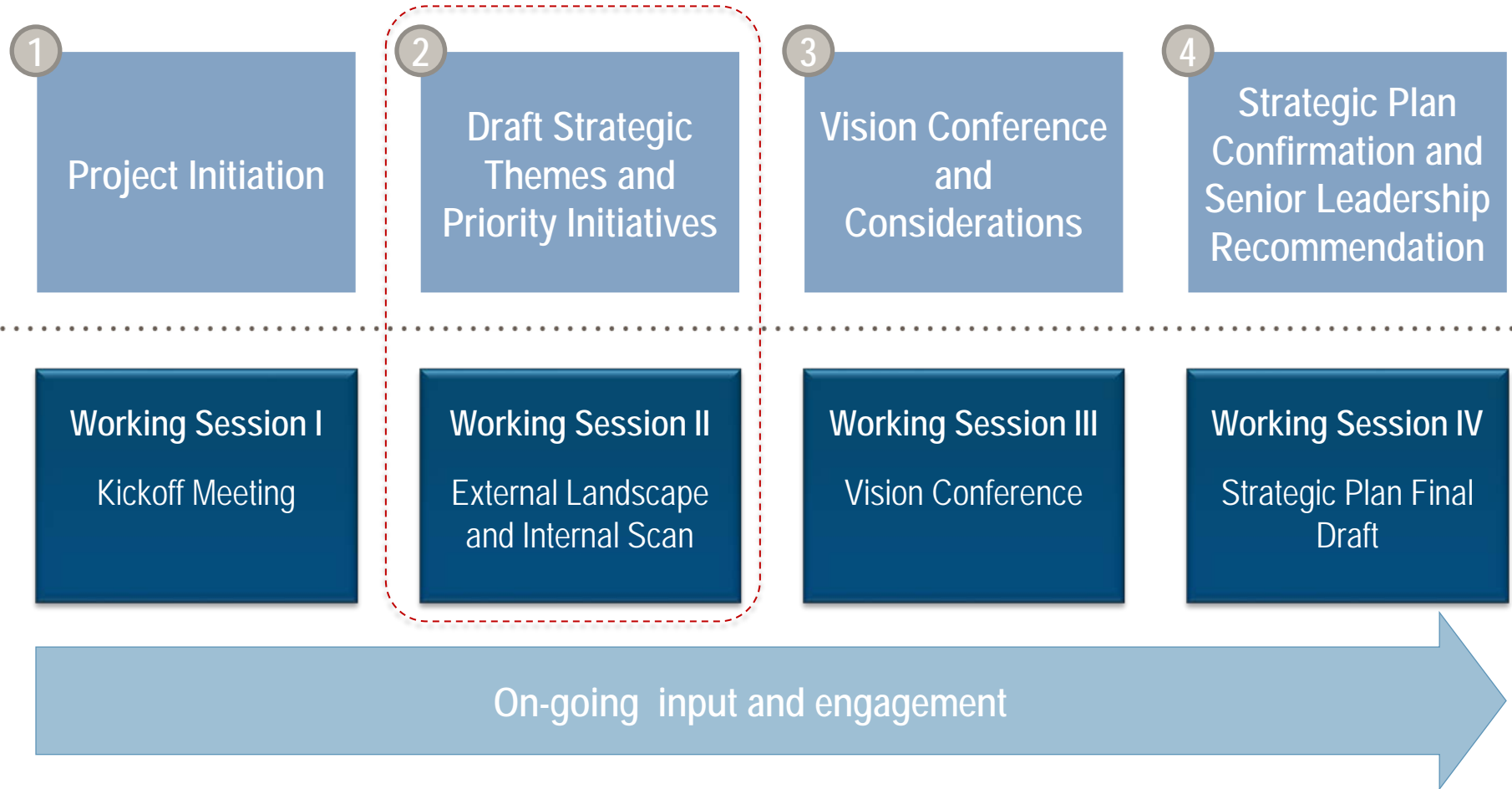
Roles and Responsibilities

Steering Committee	Huron Engagement Team
<p>The Steering Committee will own the work and resulting plan. Primary responsibilities include:</p> <ul style="list-style-type: none">■ Provide input and perspective on current state findings■ Participate in the stakeholder engagement process to provide perspective, insight, and alignment strategic priorities■ Drive sub-committee work to develop plan details■ Solicit feedback from relevant constituent groups■ Assist President Harris with making final decision and recommendations	<p>The Huron team will provide process and project oversight. We'll serve the roll of confidant and provocateur. Additionally, we will:</p> <ul style="list-style-type: none">■ Convene representative stakeholders■ Facilitate the exchange of insight■ Share perspective based on our experience working with Higher Education clients■ Provide project management■ Oversee a process to garner broad stakeholder input■ Prepare deliverables and work products■ Ensure a planning process that is efficient and effective

Internal and External Assessments



Project Approach



Current State Assessment

- **Environmental Scan:** We will begin our work by examining 3-5 years worth of enrollment data to understand the types of students attracted to USD and frame the context for conducting USD's environmental and competitor scan. The resulting information will provide the foundation upon which the strategic planning process can begin.
- **Interviews:** Huron will conduct one-on-one interviews with members of the Steering Committee as well as relevant constituent groups within USD and the community. The goals of these interviews are to understand the institutional DNA, prior priorities, challenges, and begin to identify opportunities.
- **Focus Groups:** Huron will conduct focus groups with relevant constituent groups across campus, including current students and perhaps alumni. Focus groups open up the stakeholder engagement process and provide vital insight into the current state of USD as perceived by key constituent groups.
- **Document Review:** Huron will request strategy documents from relevant groups across campus, past assessments, information from advancement pertaining to capital campaigns and donors, reaccreditation documentation, etc.

Environmental Scan Analysis

Labor Market

- Understanding the needs of the labor market
- Industries and potential partnerships that should be explored

Competitive Landscape

- Examination of competitors key differentiators
- Understanding USD's key value proposition compared to peers

Trends (local and national)

- Key trends in higher education including demographic changes and projected impact
- Innovations and differentiators within peer set to consider

Surface trends and external data to support the strategic visioning process and what goals and priorities can be obtainable given market conditions

Contact



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