

Strategic Planning

Thursday Commons Update

October 2, 2014



UNIVERSITY OF MINNESOTA
CROOKSTON

Real-Time Strategic Planning

- Model for non-profit strategic planning
- Tools and process to develop strategies and action plans in a short amount of time



Strategy Defined

“A coordinated set of actions aimed at creating and sustaining a competitive advantage in carrying out”
our mission

LaPiana, D. 2008. *The Nonprofit Strategy Revolution*, Fieldstone Alliance, p. 31



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UMC's Strategic Planning

www.umcrookston.edu/stratplan

- Since the April Campus Assembly update
 - CSA Full Board, April 10
 - Open Forum, April 25
 - Faculty Assembly, April 25
 - Planning Retreat, July 14-15
- Thursday Commons Update today



UMC's Big Question #3

How can UMC be seen as a resource “to go to” for the local community, state, country and beyond?

Strategic Institutional Excellence Team (SIET)



SIET

- Working Vision Statement: Establish UMC as a premier resource for rural economic development
- Priority Action Plans
 1. Identify an individual to research, coordinate, and organize this work. Determine if Veden funds can support this work.
 2. Explore, inventory, and map resources. Research key organizations and agencies that specialize in this type of work.
 3. Host a rural economic development conference in the near future and invite interested equals from this region to attend.



SIET Actions

- Broad consultation and support within the region and state economic development networks
- Draft mission statement for center
- Grant-funded director position nearly ready to post
- Northwest regional SBDC in January 2016



UMC's Big Question #2

How can UMC galvanize support and nurture a culture of philanthropy from various constituent groups, including current students & families, alumni, business and industry, faculty, staff, and community members?

Strategic Philanthropic Engagement and Regional Support (SPERS)



SPERS

- Goal: to enhance and leverage support for and goodwill toward UMC by engaging various internal and external constituencies including students, faculty, staff, alumni, community members, citizens, and leaders, as well as prospective donors
- Priority Action Items:
 1. Outreach to online students and alumni, including a survey of alumni
 2. Refine campus tours for prospective students to include more connections to history, donor gifts, and the legacy of alumni
 3. Develop a checklist for external visiting groups to encourage campus tours, connections to alumni and development, and sharing UMC's positive impact



SPERS Activities

- Twin Cities Alumni Social on September 9
- Online alumni survey
- Promotional pieces to engage alumni in recruiting
- “Maroon and Gold” community initiative
- Regional 4-H network
- Interpreting the legacy of building namesakes



UMC's Big Question #1

How do we achieve and maintain a critical mass on campus, while also growing strategically online?

Strategic Enrollment Management Committee



SEMC Priorities

1. Achieve and maintain a critical mass on campus; grow strategically online
2. Develop a UMC-wide strategic recruitment and retention plan for 1-year, 3-year, and 5-year enrollment targets



SEMC Action

- Strategic enrollment five-year model (based on past recruitment and retention data)
- Elements of estimating critical mass on-campus



Summer 2014 Planning Retreat

- 37 participants, including Exec Committee members, faculty members from each academic department, Faculty Assembly leadership, Student Affairs directors
- Two-day focus on recruitment and retention

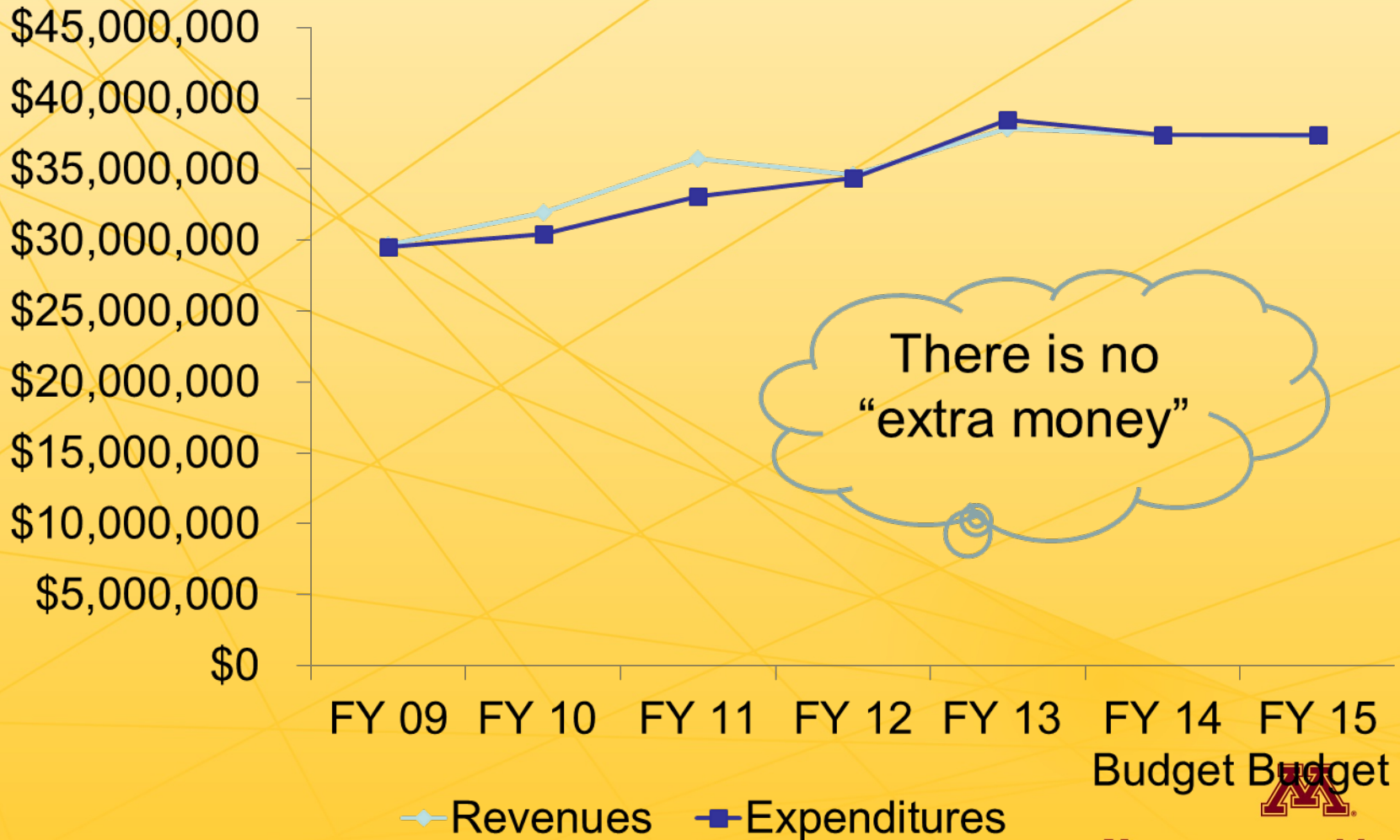


Why This Focus?

- Student success matters!
- Enrollment impacts budget!



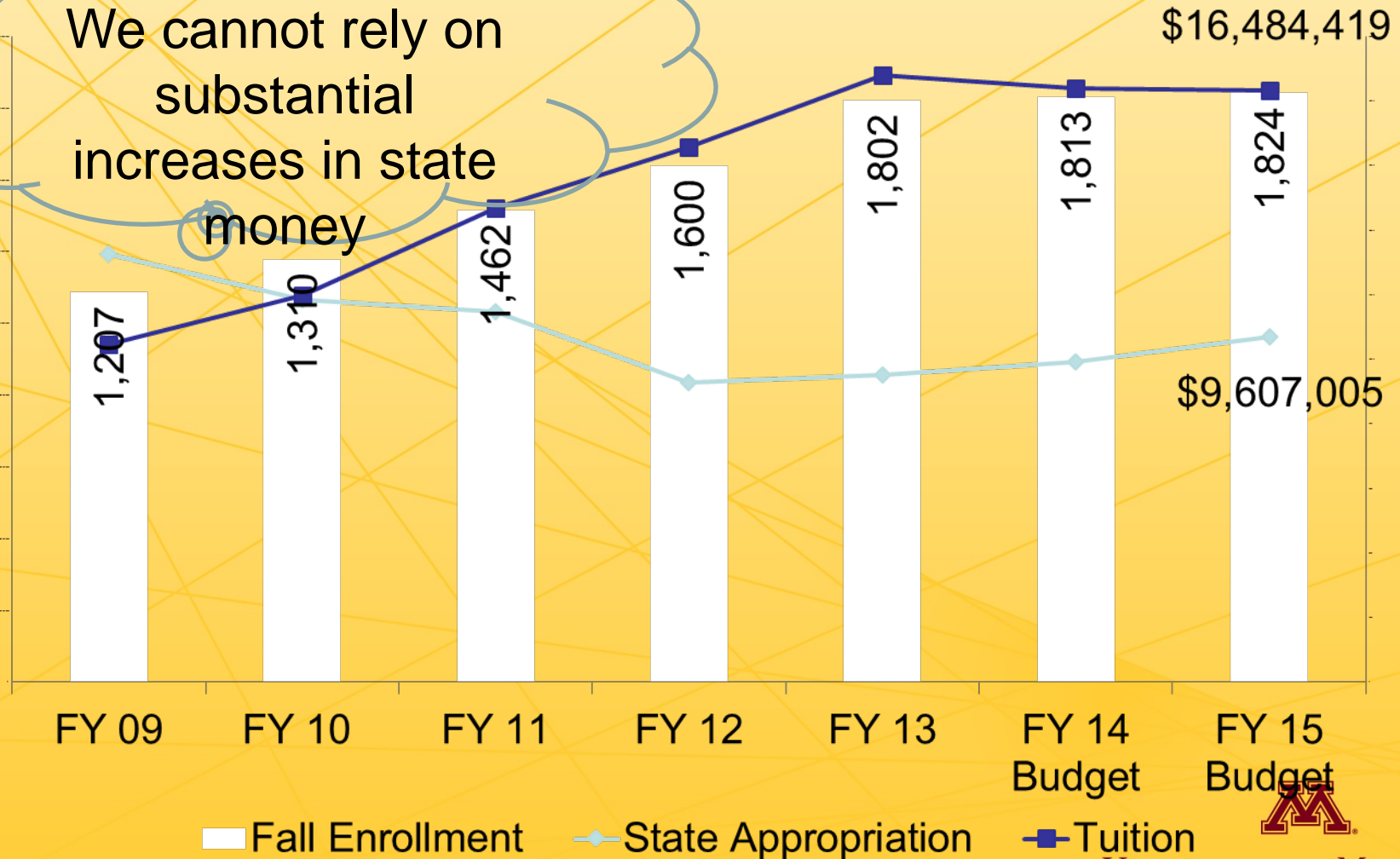
Budget Reality#1



Budget Budget



Budget Reality#2

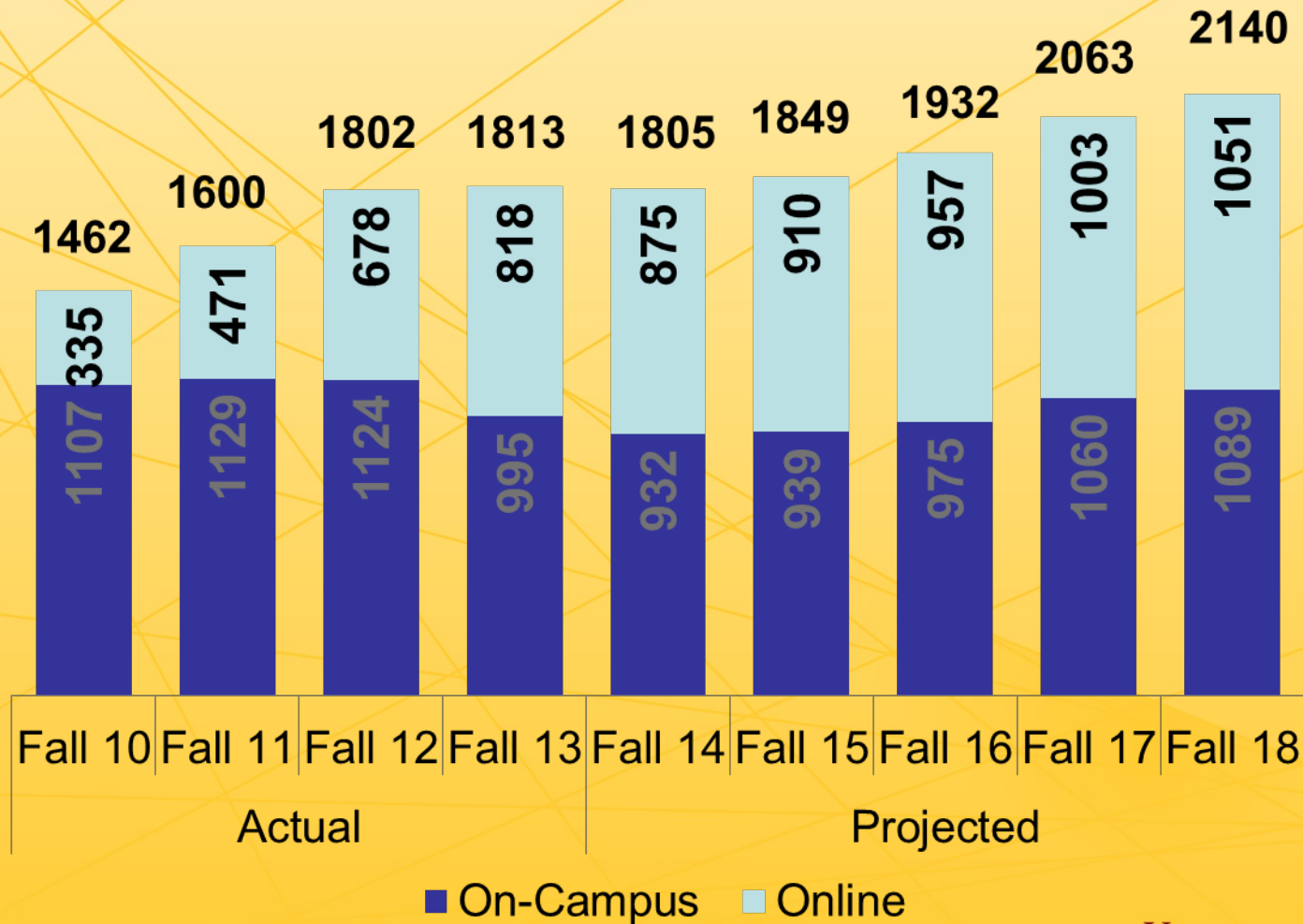


\$16,484,419

\$9,607,005



Enrollment Projection – Current Outlook



Assumes 82% retention rate for on-campus NHIS cohorts



Retreat Approach

- Review the data
- From break-out groups: Academic Departments, Students Affairs, Academic Support, Operations, Recruitment, Outreach
- Develop at least one initiative per group
- Focus on on-campus and online recruitment and retention



Retreat Outcomes

- Articulation agreements, retention (Academic Departments)
- Peer mentoring program pilot (Student Affairs)
- Systematic follow-up with students who have not registered within their priority timeslot (Academic Support)
- Review of student hiring process (Operations)
- “Highway 2” recruitment focus (Recruitment)
- Engaging alumni in recruitment (Outreach)



Roll-Down and Roll-Up

- Roll-Down:
 - Each unit of UMC charged to develop action plans related to recruitment and retention
 - Rolling down through Exec Committee members
- Roll-Up
 - Action plans rolling up from each unit by Thanksgiving
 - Analysis and discussion within the broad planning leadership group to follow



Implementation

- Some units already implementing action plans
- Metrics to track progress
- Dashboard to report progress



Your Role

- Engage actively in your unit's discussions
- Offer your feedback and ideas



Continue to act as though
everything you do matters to
student recruitment, retention, and success.

It does!

