

Central Michigan University
Institutional Strategic Planning
Committee

Retreat Report

May 9, 2006

ISPC Members:

This document serves as a supplement to Kara's notes from our May 9, 2006 ISPC Retreat. My notes come directly from the flipcharts and my interpretations of the day's activities.

Our day consisted of two phases. Our morning was focused upon exploration of the **Good To Great** Concept, and discovering CMU's "Passion", "Resource Engine" (Brand.Time/Money) as well as what ISPC members felt CMU could be "Best At." This work was intended to be the conceptual overlay to our strategic plan and our work to date.

The afternoon, by group choice, was focused upon identifying and addressing critical questions. The group decided to postpone KPI discussions till after this session.

Morning Session Highlights

Please refer to your slide sets relative to the background of Jim Collin's **Good To Great** concept.

In discussing the concept of a Level 5 leader, group members stated that CMU needs to become more cognizant about attracting more "Level 5" type individuals. It was suggested that using this concept as a guide, a desired employee profile could be constructed to begin to attract the type of individuals CMU needs in their ranks to help support a changing culture.

Provocative Propositions – "Best At"

Building upon the work from the day #1 session and our discussion of the elements of **Good To Great**, the group found a special energy from one particular Provocative Proposition:

"CMU prepares students for their chosen futures better than any other institution of higher education in the nation.

CMU's outstanding, nationally-prominent academic and co-curricular programs ensure that students leave CMU with the practical knowledge, life experience, professional contacts, integrity and good communication skills necessary for them to achieve leadership roles in all aspects of their lives.

CMU continually enhances the quality and value of these programs through ongoing assessment and through an organization in which each individual understands their contribution to these experiences."

A spirited discussion ensued as the group appeared to quickly connect to the phrase, *“CMU prepares students for their chosen futures better than any other institution of higher education in the nation.”* The statement ultimately served as a springboard for exploring the “Best At” circle.

Discussion began to focus on how CMU takes the “average” student and helps them realize their full potential. The group notes the sensitivity of using the word average publicly. Some of the “best at” comments noted were,

“We prepare students for a successful future.”

“CMU provides opportunities to students to realize their potential.”

“CMU prepares students for all walks of life for their chosen future better than any other institution of higher education in the nation.”

The conversation then migrated to what we need to do to further understand why students choose CMU. The group determined it needed to conduct an internal study to:

- better understand what CMU’s brand is with students.
- better understand why students succeed at CMU. What do we do that helps them succeed?

The group also talked about the importance of tracking and capturing data and determined that it was essential to purchase an information system.

A member stated that we must understand what attracts that student and support those factors with tenure, promotion, funds, scholarships, grants, dollars, etc.

It was noted that CMU Advising was “so-so”..... What do we do if we want to be known for connecting with students?

As a result of our discussions, 4 critical questions were raised:

1. Why does this seem to be? Why is this?
2. How do we measure?
3. How do we institutionalize this?
4. How do we share this?

Our work then focused upon developing an action plan to better understand and gather” evidence” for the basis and heart of why students are attracted to CMU as well as CMU’s perceived brand. **Actions include:**

- Review/gather alumni survey data
- Conduct focus groups with successful alumni
- Conduct Student Leadership interviews
- Conduct Faculty and Senior focus groups
- Analyze existing data, NESSE, assessment data

- Conduct international and students of color interviews/focus groups
- Assess student outcomes – what have been the results of our educational experience?

Conversation ensued relative to the term “national prominence” and the strategic plan in light of our morning discussions. It was suggested that:

- We have the Executive leadership define national prominence based upon the ISPC’s current thought and the day’s discussion
 - We conduct research (involving students) that gathers data on what leads to national prominence.
 - We work to mesh the 5 Priorities into this newly explored direction (KPI’s, strategies, etc.)
- It was felt that the plan already would greatly support the day’s discoveries; the **Good To Great** work was simply clarifying and acting as an “overlay.” People commented that this focus provides the opportunity for all to be involved.
- CMU identifies rankings they care about and use (commit) to that measure
 - Conduct competitive analysis and benchmarking
 - Do predictive modeling on why it is taking students 5-6 years to graduate. Are the programs able to be completed in 4 years? Are they working?

Assignments:

Catherine and Carole will take the lead in identifying data resources. They will need help in analyzing the information.

Timeline:

A preliminary report will be received from them by September 15th on the data. OIR can be of potential help. This information would serve as the base for surveys and focus groups to follow. (See above.)

Communication Planning:

Nancy stated that CMU would need a “transition” communication plan to articulate today’s thinking....

Resulting Communication Actions:

- Transition communications?
- Share gathered data/September report with Academic Senate
- Enhance communications with all bodies via a formal yearly 2010 wrap-up.
- CMU 2010 Key Messages will be completed mid June and shared with the ISPC.
- Catherine and Tom will be updating the Board in July. They could touch upon the work and thought resulting from the retreat.

CMU’s Resource Engine

The concept of a resource engine – Time – Brand – Money - was briefly discussed. More time is needed to fully understand this concept and to identify all 3 aspects of CMU’s

engine and what they are doing in those areas. It was stated that we “must do an economic analysis.”

Critical Questions Session

The remainder of the afternoon was spent identifying and resolving critical questions. They were identified as: (Not ranked)

1. Succession planning
2. The RFP Process
 - Rubric/Criteria Quality
 - Priority Allocation – (Earmarking minimum guarantees.)
 - Follow-up on funded projects
3. Degree of Individual/Group Empowerment
4. Engaging Colleges and Other Units (getting Dean’s involved.)

The RFP Process:

Decisions made were:

1. Moving forward, there will be the offer of one time dollars. Beyond that they can get money from UBAC, etc.
2. There will be no more base dollars, but multi-year dollars are a possibility.
3. Committees are advised to narrow the focus of what they are looking for relative to stipulations within the FY 08 process, as well as possible new strategies and initiatives.
4. The Rubric must be consistently applied. The criteria must apply to all Priorities.
5. The rubric may be modified for a particular category by adding additional sections. Significant changes will be postponed until FY 08 completion.
6. The Rubric will be further clarified for FY 07 to promote greater understanding. . Feedback relative to needed improvements will be gathered.
7. General meetings will be held in spring and fall to discuss the criteria, rubric and proposal process.
8. Someone from the ISPC will be available upon request to meet with all Priority committees to discuss the criteria and Rubric.

9. ISPC and Priority Committee members will be asked to complete a brief survey soliciting their suggestions for the RFP process, including the Rubric and criteria.
10. The deadline for announcing the second wave of competition for FY 07 funding will be June 1st.

RFP Due Dates

It was decided that all RFPs (ISPC and President's Taskforce) will be due October 2, 2006.

Carole will rough out a timeline. Catherine and Carole will explore the possibility of all '08 RFP proposals being due in January.

Succession Planning

Current ISPC membership representation includes:

3 elected representatives: Council of Chairs, Academic Senate, SGA President or designate

5 Priority Chairs

3 Vice Presidents (One is ISPC co-chair)

1 Dean

1 Finance

Vice Provost, Academic Affairs (co-chair)

1 Communications staff member

1 Business Division Strategic Planning person

It was acknowledged that The ISPC needs to have a strong faculty presence, and that we need to stay mindful of gender and minority representation. It was stated that we also may want representation from the Dean of Students or Residence Life.

The current ISPC term is 5 years.

Gary Dunbar has resigned from the ISPC. A faculty member needs to be selected.

Nancy French has resigned as Priority Chair, but will stay involved with the ISPC as the Communications representative.

Filling Vacancies:

ISPC's practice is to have the departing member recommend a successor or successors and to mentor them for a transition period determined as necessary between the two parties to effectively assume the role and responsibilities.

Communications Protocol for Departing/Dismissed ISPC Members:

1. Confirm understanding in original letter sent to them
2. (If being excused) Have a face-to-face meeting to explain circumstances

3. Send a thank you letter from the ISPC for their time and service

Priority Committee succession follows the same protocols as the ISPC.

Committees 1, 2 and 4 need a student representative.

The ISPC needs to ask Steve Poe to stay on another semester.

A Committee Orientation (ISPC/Priority) orientation program needs to be developed.
Carole and Catherine will follow-up.

The meeting ended with feedback on the day. Thank you to all who participated. It was an exciting day – with many breakthroughs!

A handwritten signature in black ink that reads "Becki Kraus". The signature is written in a cursive, flowing style with a large loop at the end of the last name.

President
Transitions Consulting Group