

UST STRATEGIC PLANNING Newsletter

Issue One: September 6, 2002



Provided to our community by Dr. Colleen Hester,
VP, Strategic Planning, Institutional Research and Evaluation
Campus Coordinator of Kaludis Consulting Project with Dr. John Stevens

SPIRE, working with Dr. John Stevens of Kaludis Consulting, is building our website, which will include on-going information and updates about campus Strategic Planning activities this year. News will follow about how to keep up with what is going on.

Within a month, a summary of campus generated strategic issues will be posted on a BlackBoard class and will be available to all faculty, staff, students, and administrators for review. Information about these sources of information will be included in the next monthly newsletter and in other campus communications!



WHY? Goals of this year's Strategic Planning Consultation

- To help UST more fully *engage the campus community and other relevant stakeholders* in involvement, ownership, and implementation of the University's Strategic Plan.
- To help UST enhance our planning activity and strategic plan to be *more strategic*:
 - Focused on staged strategic priorities.
 - Grounded on a thorough assessment of internal factors (strengths & weaknesses), external factors (opportunities & threats), and the relationships between them.
- To help UST more *directly link strategic planning activities with our budgeting and resource allocation activities*.



WHO? Our External Consultant

Dr. John Stevens has nearly 30 years of higher education experience in strategic planning, institutional organization and governance, process redesign, financial planning, information system selection and implementation, collective bargaining and executive search. He specializes in the process of change in small to mid-sized institutions. He heads Kaludis Consulting's Strategy Consulting Practice. Prior to joining Kaludis Consulting in 1986, he served as Assistant to the Chancellor of the Massachusetts Board of Higher Education, Vice President at the Rhode Island School of Design, and Assistant to the President of Boston University. He holds the BA degree from the University of Massachusetts at Amherst and the EdM and EdD degrees from Harvard University.



WHAT'S GOING ON NOW?

In order to more fully *engage the campus community and other relevant stakeholders*, John is meeting with many individuals and groups. He is collecting strategic issues, which will be posted on UST's BlackBoard.

Below, you'll find:

- 1) A definition of a strategic issue;
- 2) Strategic issue areas found to be relevant for many private universities.

Definition of a “Strategic Issue”

Examples of Strategic Issues

“What academic programs should my college offer

(internal operational factor)

to respond to ... (TIED TO)

the changing demographic composition of prospective students?”

(external environmental factor)



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Strategic Issue Areas for Many Independent Institutions

- **Ability to Meet Enrollment Targets**
- **Strategic Pricing**
- **Market Position**
- **Growth of Endowment**
- **Availability of Student Financial Aid**
- **Cost Control**
- **Good Alumni Relations**

Source: Carol Frances, et al, Strategic Decision-Making: Key Questions and Indicators,
Association of Governing Boards of Colleges and Universities, 1987



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YOUR INVITATION TO CONTRIBUTE: You may e-mail your strategic issues to Dr. John Stevens at either stevenj@stthom.edu or to jstevens@kaludiconsulting.com. Your identity will not be attached to the listings of issues, which will be made available to all for review!

Thanks for your involvement and investment in our future. Feel free to direct any questions you may have to me, your Campus Coordinator of this process.

With thanks,
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