



The Call Toward Tomorrow UST Integrated Planning

Faculty Open Meeting
November 21, 2017



The Call Toward Tomorrow
UST Integrated Planning Process

Power Point for Faculty Open Meeting

This PowerPoint serves as a record of the meeting that was held as an open meeting for faculty to discuss The Call Toward Tomorrow integrated planning process for the University of St. Thomas. Twenty-two faculty members attended this meeting on November 21 and participated in the discussions which are reflected in this deck.



Prayer

Gracious Father who has formed and called us to the new life of grace, we ask you to bless this planning effort on behalf of the University of St. Thomas and all whom we serve today and will serve tomorrow. Make this a time to see anew, a time to heal, a time of new encounters, a time to dream, a time to discern, and a time to receive. Give us the courage of bold hearts, the power of creative imaginations and the wisdom of your Spirit. Help us to discover your call for our future, the call that will bind us as one with another and with you in the great work of this University. We ask this through Jesus Christ our Lord. Amen.



Goal of this Meeting

1. Introduction
2. Overview the Integrated Planning Process
3. To answer your questions and/or concerns
4. To listen to your input



Not the Usual Strategic Plan

- The focus is at the University-at-large level
- The typical university-level strategic plan is
 - Concerned with iterative improvements, adjustments
 - Is focused on departmental improvements
 - Tends to be more granular than global



The Ultimate Process Goal

1. A transformational and durable vision and goals!
2. A new narrative and enthusiasm for the future of UST!



Strategic Thinking, Visioning & Planning

Regardless of the name, the value of the process is in:

1. Creating excitement – dynamic energy
2. Coalescing leadership around a consensus view
3. Fostering collaboration among constituencies
4. Facilitating decision-making
5. Shaping a common narrative and calling to action



A Few Key Ingredients: Confidence

- Trust-based dialogue in a safe zone
- Embracing a diversity of perspectives
- Critical thinking without critical behavior
- Grounding conversations in facts
- Seeking consensus solutions



Strategic Thinking is a Practical Art

- Only the word “perfect” is “perfect”
- Our goal isn’t to achieve perfection but to provide direction
- Consensus requires compromise – the in-between
- What we achieve in real time is the proof of our ideal

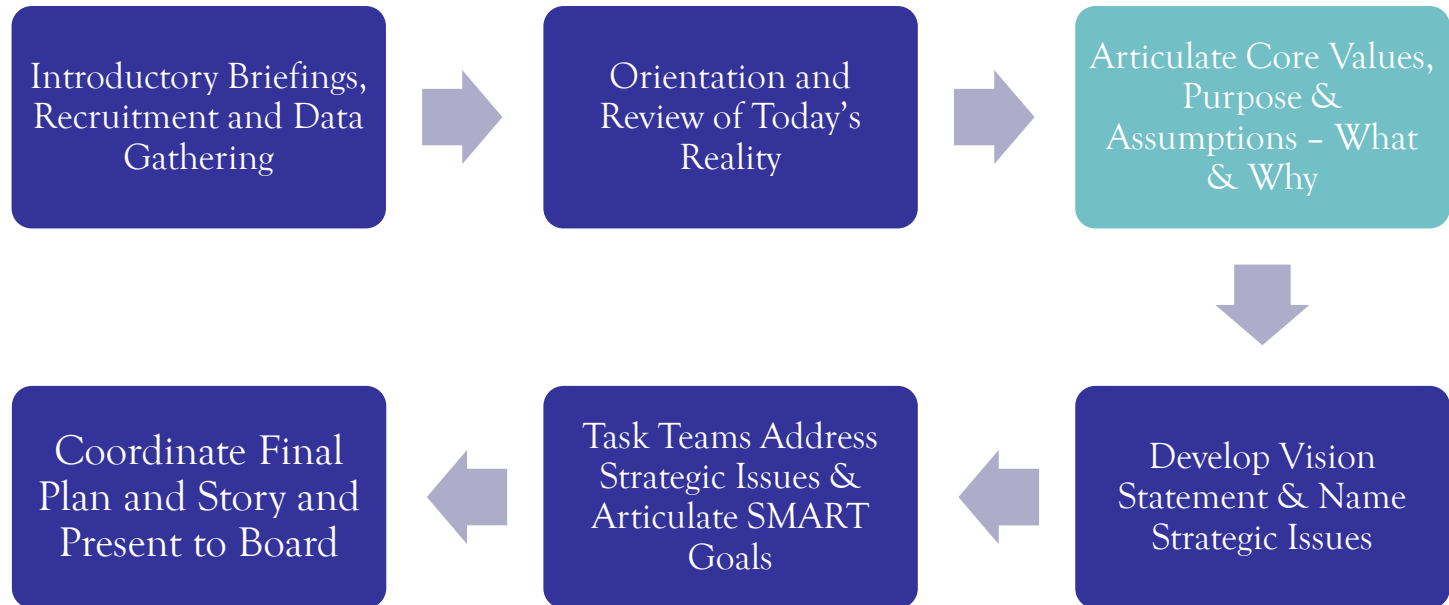


A University is Multi-Dimensional

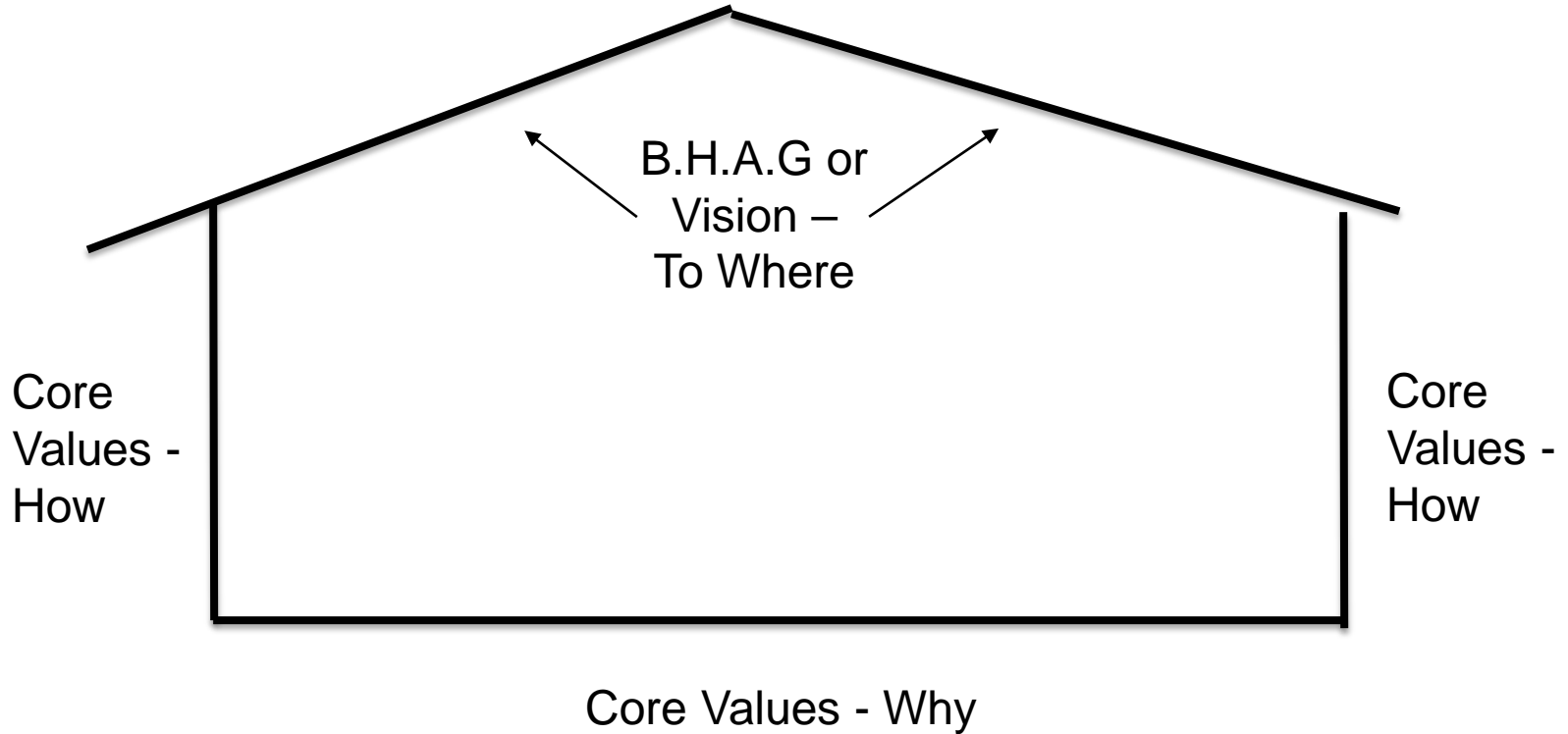
- Our work is about our students and more
- The work of a university necessarily involves
 - Tradition and received culture, exploration and discovery, imagination and creativity, performance, recital and experimentation, etc.
- A university involves academic, extracurricular, spiritual, philanthropic, commercial and social dimensions
- A university is larger than the classroom and touches many who are not or are no longer in classrooms including visitors



Basic Steps in the Process



Our Strategic House



A Word about Words at UST

- The faculty, staff and administration survey results suggested that one of the core challenges for UST is that the university community does not use a common vocabulary to describe the university, its work, its mission, etc.
- To achieve consensus, there must be a willingness to give a little – for the sake of unity
- To achieve a common vision and to share a common narrative requires the development of a common language for UST



Core Values

Operational

- Student-centered
- “Catholic”
- Inclusivity
- Community
- Holistic

Spiritual

- Hope
- Servant Leadership
- Vocation/Call in Life
- Love
- Sacrifice



Core Purpose

1. A core purpose statement answers the questions why?
2. Why do we do what we do and why will it be important 100 years from now?
3. The answer is given in the form: “To.....”
4. A concrete statement that of both rationale & passion.
5. A core purpose is not a tag line.
6. It need not be unique.



Core Purpose

1. A core purpose statement answers the questions why?
2. Why do we do what we do and why will it be important 100 years from now?
3. The answer is given in the form: “To.....”
4. A concrete statement that of both rationale & passion.
5. A core purpose is not a tag line.
6. It need not be unique.



Jim Collins' Built to Last Core Purpose

- Sony: To experience the sheer joy of innovation and the application of technology for the benefit and pleasure of the general public.
- 3M: To solve unsolved problems innovatively.
- Fannie Mae: To strengthen the social fabric by democratizing home ownership.
- Mary Kay: To give unlimited opportunity to women.



Jim Collins' Built to Last Core Purpose

- Merck: To preserve and improve human life.
- Nike: To experience the emotion of competition, winning, and crushing competitors.
- Walt Disney: To make people happy.



Sample UST Core Purpose Statements

1. To educate the whole person to positively influence, guide and serve humanity.
2. To serve and shine God's light through truth and reason.
3. To share the beauty, truth and unity of faith and reason with all who come to us.
4. To courageously invite seekers into our Catholic intellectual community to flourish and create a civilization of love.
5. To joyfully witness to the Church and the world, by minds and hearts rightly formed.



Sample UST Core Purpose Statements

6. To help people live well and wisely
7. To prepare students to lead fulfilling and purposeful lives
8. To educate people to serve with wisdom
9. To serve the person in front of us
10. To prepare students for a life of worth



Sample UST Core Purpose Statements

6. To help people live well and wisely
7. To prepare students to lead fulfilling and purposeful lives
8. To educate people to serve with wisdom
9. To serve the person in front of us
10. To prepare students for a life of worth
11. To educate, guide and serve
12. To turn darkness into light
13. To respond to the needs of society
14. To cultivate wisdom



Suggestions are Welcomed

- Before moving to goal setting, it is important to reach consensus on the core purpose – we are not there yet
- All are welcome to submit their ideas – thinking of the University as a whole and setting aside their agenda.
- All can suggest answers to why? UST exists today and will exist 100 years from in order to.....



Exercise #3

What specifically will it mean to be a university in
2032-33?



Exercise #3

What specifically will it mean to be a “Catholic liberal arts university” in 2032-33?



Exercise #4

Articulating the BHAG (Big Holy Audacious Goal) or the Hedgehog Concept that will drive UST for the next five years and more!



The Big Holy Audacious Goal

1. Has a clear compelling measurable outcome
2. Transcends facilities or program alone
3. Has a catalytic power that unites and focuses
4. Stretch goal with a 70% probability of success
5. Produces a low-level angst – “Can we do it?”



The Big Holy Audacious Goal

Example

JFK

BHAG for 1960s
America -
Put a Man on the
Moon & Return
Him Safely

A photograph of an astronaut in a white spacesuit standing on the lunar surface. The astronaut is facing forward, and their shadow is cast long and dark on the moon's surface. The background shows the dark, cratered landscape of the moon under a bright light source.

© 2008-2015 Rhythm Systems, Inc.



The Process Going Forward

1. Complete the Core Purpose Statement
2. Formulate the BHAG: By 2023, UST will....
3. Identify 5-7 Strategic issues or opportunities
4. Form Task Teams of 6-8 faculty, staff, alumni, others
5. Task Teams study, research and formulate SMART goals, benchmarks, metrics and assumptions
6. Recommend for Board approval and implementation



Keep Thinking Boldly

“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”

- Michelangelo



Some Valued Feedback

1. How would you describe the purpose of the university in a 3 to 7 word statement? “To.....”
2. When you dream about the university – beyond program and facilities – what would your dream be for 2023?
3. If you were a futurist, how would you describe the university of 2023?



