

The Call Toward Tomorrow UST Integrated Planning

Strategic Thinking Oversight Committee Meeting
February 12, 2018



The Call Toward Tomorrow
UST Integrated Planning Process

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.



Welcome and Remarks

Curtis Huff, Strategic Planning Chairperson

Dr. Richard Ludwick, UST President



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Goal of this Meeting

1. To identify aspirational “guiding stars” for UST
2. To articulate a singular BHAG / vision statement
3. To identify the top strategic issues related to the BHAG

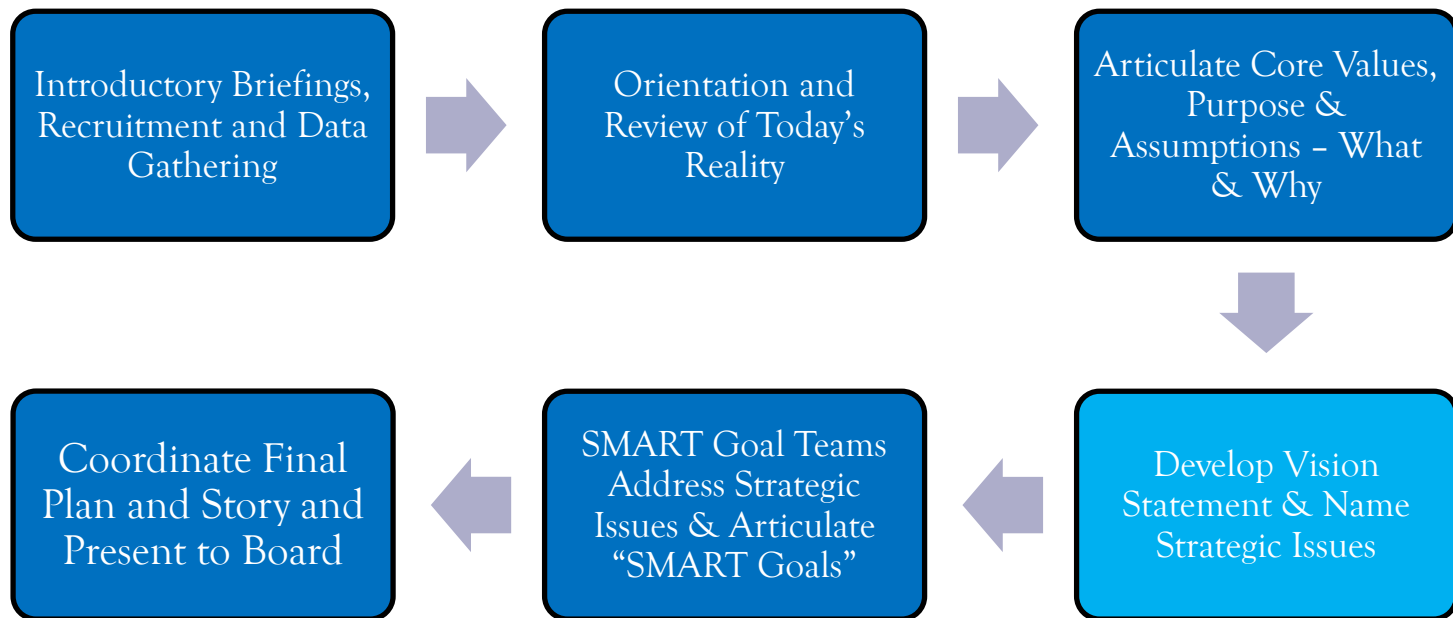


The Ultimate Process Goal

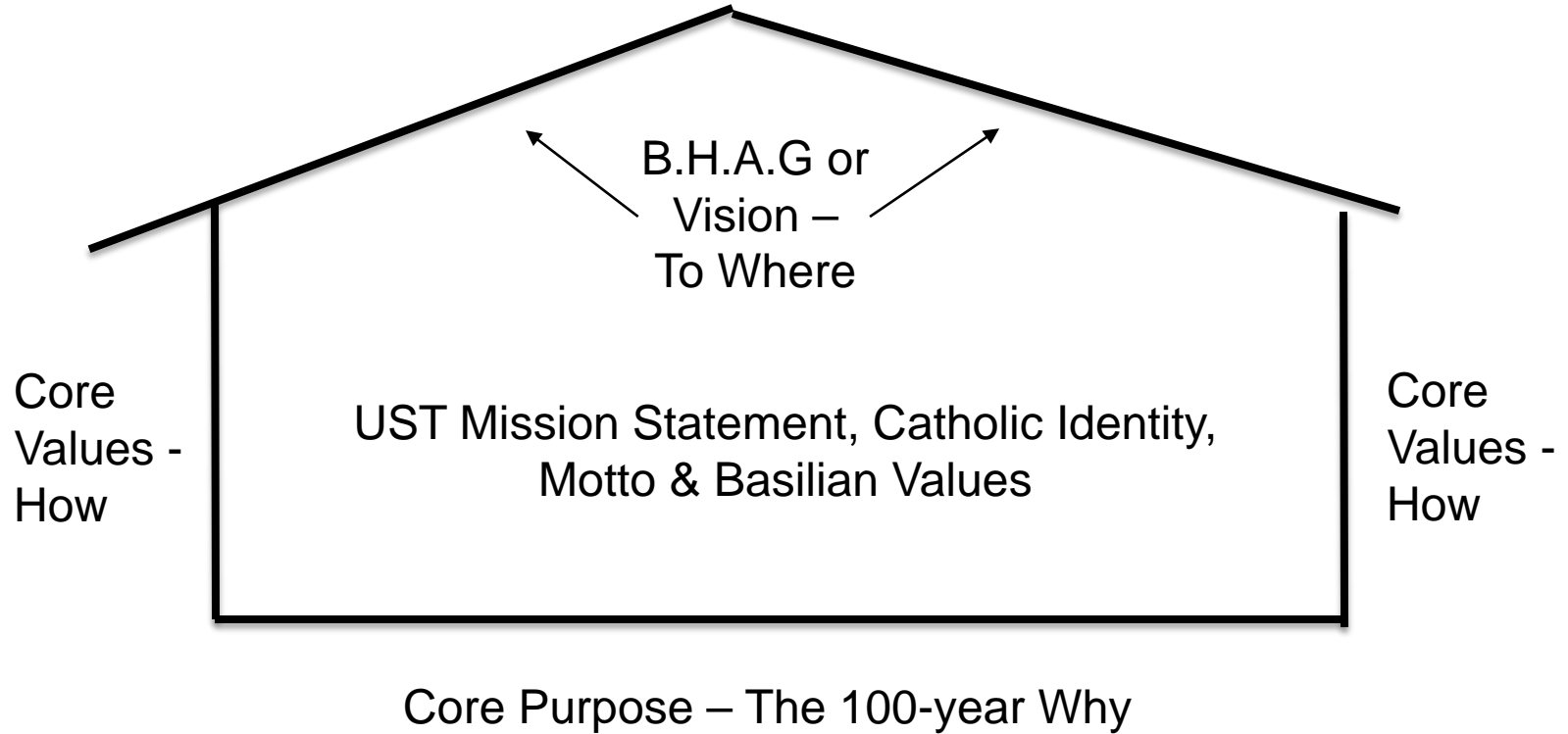
1. A transformational and durable vision and goals!
2. A new narrative and enthusiasm for the future of UST!



Basic Steps in the Process



Our Strategic House



UST Mission Statement (2013)

“We are the University of St. Thomas, the Catholic university in the heart of Houston. We are committed to the Catholic intellectual tradition and the dialogue between faith and reason. By pursuing excellence in teaching, scholarship, and service, we embody and instill in our students the core values of our founders, the Basilian Fathers: goodness, discipline, and knowledge.

We foster engagement in a diverse, collaborative community. As a comprehensive university grounded in the liberal arts, we educate students to think critically, communicate effectively, succeed professionally, and lead ethically.



Basilian Values and Motto

Basilian Values Plus:
Goodness, discipline and
knowledge – and
community

Motto:

Crescamus in Christo
May we grow in Christ



Operational Core Values

1. **Learner-centered:** at the heart of our work are our students
2. **“Catholic”:** we are universal; seeking to encounter all
3. **Inclusivity:** we welcome and respect the dignity of each person
4. **Community:** unity, dialogue, and belonging are important
5. **Holistic:** our approach is to accompany the whole person – body, mind and spirit



Spiritual Core Values

1. **Hope:** we long for the best and anticipate the best
2. **Servant leadership:** service not authority is our priority
3. **Vocation/call in life:** we believe in lives of purpose with each one's gifts brought to flourishing and freely shared
4. **Love:** God's love of us motivates our own love and concern for others
5. **Sacrifice:** we give of ourselves and lay down our lives in service day by day



Core Purpose – 100-Year Why

To lift and inspire



through education, community, and service.



Today's Exercises – Turning to 2023

Assumption: We reaffirm the mission of the University and its key elements (Catholic foundation, Basilian values, role of the liberal arts, etc.)

Focus: To express our shared aspirations for the University of St. Thomas' future and what is most fundamental to it without limitation by cultural, physical or financial, or prior factors.



Exercise #1

Naming the top ten aspirational guiding stars
for the University for 2023

- a. That would be commonly held if known
- b. That would be celebrated by the collective UST Community
- c. That would be transformational for the University
- d. That the UST Community would struggle or fight to achieve



Exercise #2

Articulating the BHAG (Big Holy Audacious Goal) or the “hedgehog concept” that will drive UST for the next five years and more!



BHAGS = Hedgehog Concepts

“The fox knows many things,
but the hedgehog knows one
big thing.”

Isaiah Berlin, philosopher
1953



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?”



“Go Big or Go Home”

“Make no little plans; they have no magic to stir men’s blood and probably themselves will not be realized.”

Daniel Burnham, architect
(1907)



President Kennedy's Big Holy Audacious Goal

“To put a man on the moon and to bring him back safely.”



Articulating the UST BHAG

- Dream boldly and beyond
- Focus on that one thing
- Allow the details to come later

By 2023, the University of St. Thomas will ...

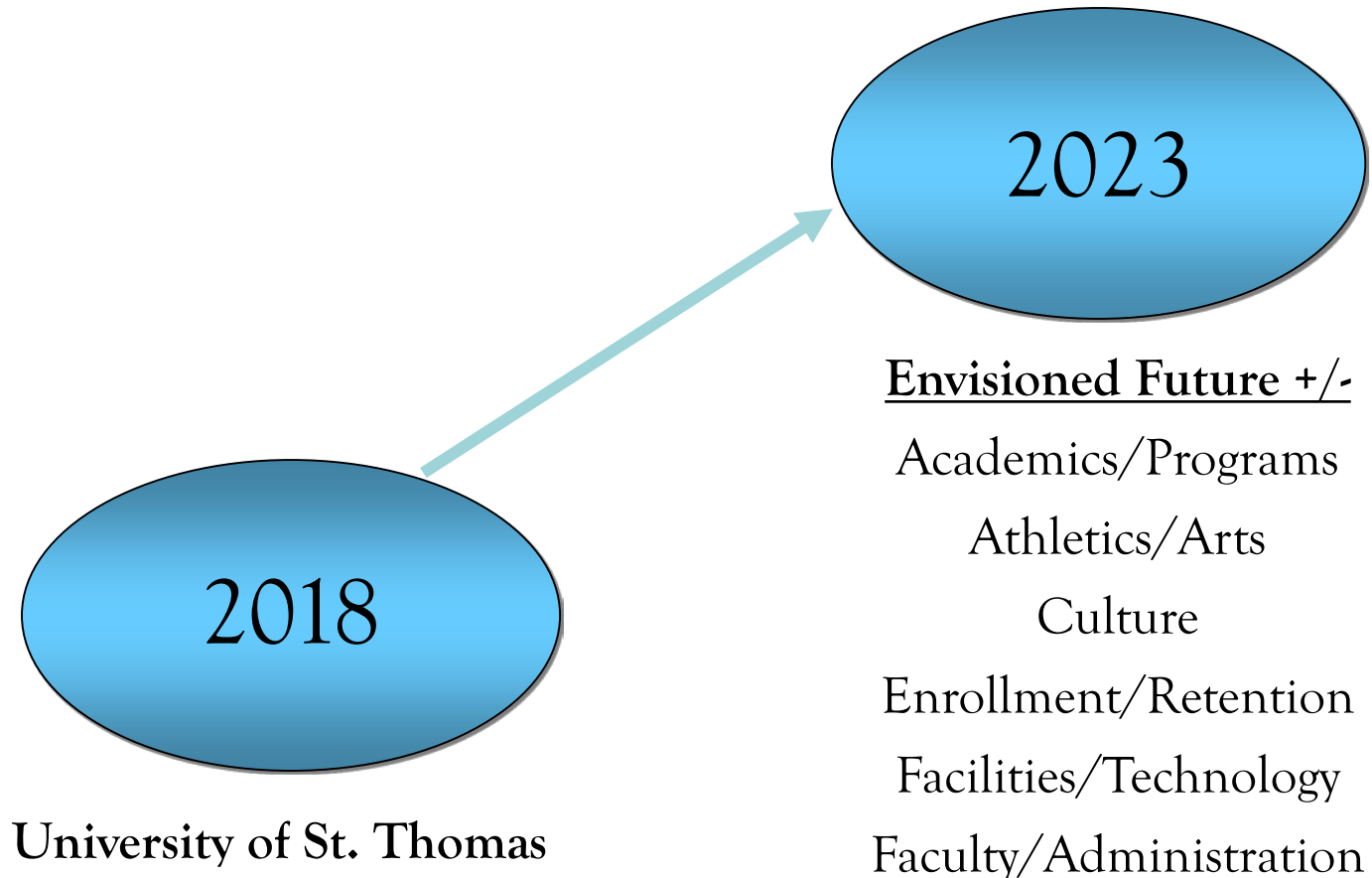


Exercise #3

- Naming the top five to seven strategic issues
- Between today's reality and tomorrow's dream/the BHAG
- Identify the specific global topics which are:
 - Either obstacles that we must be overcome
 - Or opportunities that we must seize
- Five to ten key issues or areas
- These become the focal concerns of SMART Goal Teams



Sample Strategic Issues



Next Steps

- Refining the BHAG language
- Recruiting SMART Goal Team chairs/co-chairs for each Strategic Issue and team members
- Scheduling the convocation for all Task Teams
- Study, debate, dialogue and research among the Task Teams
- Articulating the SMART goals for each strategic issue
- STOC review of the SMART goals and metrics

