

**STRATEGIC PLANNING**  
**Framing the Conversation**  
**February 8, 2017**

Through the formation of a university-wide Strategic Planning Committee in the fall of 2016, the Western community has been engaged in a strategic planning process started in earnest in January 2017. Over the past 12 months, the SP Committee has engaged in a comprehensive process, including:

- Initial listening sessions inside and outside the University community, including 30 focus group sessions, open forums and surveys of faculty, staff, students, and alumni.
- An environmental scan of the higher education landscape and institutional strengths and areas of improvement.
- Preliminary identification of goals and objectives, representing common ideas emerging from the feedback process, and reframing of mission and statements.
- Identification of a new peer list.
- Campus feedback on preliminary goals and objectives.
- Revision of goals and objectives, and mission and vision statements.

Concurrently, the University administration worked on identifying the key themes that emerged from the broad range of goals and objectives articulated in the work of the Strategic Planning Committee. The themes too have been refined as the strategic planning process evolved.

The pre-retreat material includes:

1. Flowchart summarizing the strategic planning process.
2. Final Report from the Strategic Planning Committee, which outlines the four goals and related objectives, and a fairly comprehensive list of metrics that cut across all goals and objectives.
3. Companion document to Item #2, which provides an executive summary of the plan, a brief description of the three over-arching emerging themes, and a short list of metrics to measure Western's overall mission fulfillment.
4. A list of metrics that was shared with the Board of Trustees as part of the Presidential evaluation process in October 2017. We plan to reconcile this list with the metrics identified by the Strategic Planning Committee.
5. Presidential Leadership Profile document, included here as a reference source, as it is likely to continue to be referenced in various future conversations.

Document #2 and Document #3, taken collectively, represent Western's strategic directions, going forward.

As you reflect on these documents, please consider the following questions:

1. Do the strategic directions, as articulated in the themes and goals/objectives, help us position Western strategically with key constituencies (legislature, industry, donors)?
2. Do the strategic directions, as articulated in the themes and goals/objectives, enable us to focus the work and energies of the University faculty, staff, and students to advance Western?
3. Are the top-level metrics and stretch goals (as defined in Document #3) appropriate?
4. How would the Board like to close this process, including communication with the University community?