Strategic Planning

Genesis

Need for greater agility in rapidly-changing world

Goal

Change the University’s approach to planning by creating a planning process that is inclusive, mixed (central and local), and ongoing.
Strategic Planning

Guiding Vision

Making Fordham the Model Urban Jesuit University for the 21st Century

Mantra Informing the Process

Participation, Ownership, Commitment, Implementation, Annual Review, Assessment and Adjustment
Strategic Planning

Timeline

- First year will seek to create the process
- Second and third years will effect the change of planning culture
Strategic Planning

Challenges

- Creation of local planning committees for all of the schools, departments and divisions of the University
- The clear articulation of the relationship between local and centralized planning bodies
Strategic Planning

Challenges

Commitment to continuous nature of the process

Creation of apparatus for annual reporting on progress
Strategic Planning

CUSP
(Continuous University Strategic Planning)

A committee co-chaired by a Faculty Member, a Dean, and a Vice President

Membership is broadly-based and will rotate every two years.

Assisted by AKA, a group of consultants with broad experience in academic/educational planning.
Strategic Planning

♫ Guiding Vision
♫ Making Fordham the Model Urban Jesuit University for the 21st Century

♫ Mantra Informing the Process
♫ Participation, Ownership, Commitment, Implementation, Annual Review, Assessment and Adjustment
FORDHAM UNIVERSITY

TOWARD 2016

INTEGRATED STRATEGIC PLAN
Strategic Planning

versus operational planning
University Planning

alongside departmental, school, divisional planning
Continuous Planning

• Long-term goals and aspirations
• Our way of proceeding
Creating A Culture of Planning
Genesis of CUSP

The evolution of a collaborative and iterative approach to continuous planning
Setting the Stage

- Trustee Retreat June 2013
- “Input to Planning” Document September 2013
- Planning Process Discussions Begin Fall 2014
  - Fr. McShane meets with senate, deans, vp’s
  - Fordham: Model Urban Jesuit University in 21st Century
  - Strategic goals but local planning
The CUSP Process

- CUSP Committee Membership
- Work of the Committee
- The Timeline and Outcome
CUSP Committee

🔗 Co-Chairs
🔗 AKA/Strategy Advisors
🔗 22 Members

✓ Nominated by President’s Advisory Council & Appointed by President
Committee Members

- Eva Badowska, Ph.D., Dean, Graduate School of Arts and Sciences
- Michael Boyd, Associate Vice President, Development and University Relations
- Nicole Bryan, Assistant Dean and Director of Business Programs, School of Professional and Continuing Studies
- Michele Burris, Associate Vice President, Division of Student Affairs
- Andrew H. Clark, PhD, Chair and Associate Professor, Department of Modern Languages and Literatures; and Vice President, Faculty Senate
- Elizabeth Cornell, PhD, Director of Communications, Fordham IT
Committee Members

- **Jonathan Crystal**, PhD, Associate Vice President and Associate Chief Academic Officer, Office of the Provost; and Associate Professor, Department of Political Science

- **Steven D’Agustino**, PhD, Director of Online Learning, Office of the Provost

- **J. Patrick Hornbeck II**, DPhil, Chair and Associate Professor, Department of Theology; and Secretary, Faculty Senate (co-chair)

- **Toni Jaeger-Fine**, Assistant Dean for International Non-JD Programs, School of Law

- **James D. Lewis**, PhD, Chair and Professor, Department of Biological Sciences
Committee Members

- **Debra McPhee**, PhD, Dean, Graduate School of Social Service (co-chair)
- **Michael Molina**, Director, CSTEP/STEP
- **Barbara Porco**, PhD, Clinical Associate Professor, Gabelli School of Business
- **Jacqueline Reich**, PhD, Chair and Professor, Department of Communication and Media Studies
- **Monica Rivera-Mindt**, PhD, Professor, Department of Psychology
Committee Members

- **Aditya Saharia**, PhD, Associate Professor, Gabelli School of Business; and Faculty Senator
- **Henry Schwalbenberg**, PhD, Associate Professor, Department of Economics; Director of the Graduate Program in International Political Economy and Development; and Faculty Senator
- **Thomas J. Scirghi**, SJ, Associate Professor, Department of Theology; and Rector, Jesuit Community
- **Frank Simio**, Vice President for Finance
- **Peter Stace**, PhD, Vice President for Enrollment (co-chair)
- **Marco Valera**, Vice President for Facilities
Work of Committee

❖ Gather Community Input (Sept – Dec)
  ❖ Interviews, Focus Groups, Town Halls, Surveys, Tell Us
  ❖ Students, alumni, faculty, staff, parents, employers, et alia

❖ Discern threads and solicit feedback (Jan – March)

❖ Share drafts and revise accordingly

❖ Draft to community, senate and trustees April 2016

❖ Trustees vote September 2016
CUSP Deliverables

- Engagement of university community
- Framework for strategic thinking
- Process of continuous planning
CUSP Launch

- CUSP Inaugural Meeting September 8, 2015
- CUSP web site launched with Tell Us – September 9
- President’s Advisory Council retreat September 10-11
- Fall Convocation inaugurated today
- Call has gone out - community is responding
Our Hopes & Concerns
Hopes...

That the CUSP/strategic planning is:

- Collaborative
- Transparent
- Mission-driven
- Focused on students
Hopes...

- Includes ALL schools and divisions
- Provides clear structures & outcomes
- Creative & Innovative
- Efficient, agile, realistic
- Aligned with fiscal realities
Concerns...

- Institutional resistance to change and innovation
- Too insular - Fail to recognize the complexity of the challenges facing us
- Department & self-interest will trump best interest of the whole
Concerns...

- Fordham has already made strategic commitments that can’t be undone
- Outcome is already determined or decided – behind closed doors
- Lots of work with little change in the end
TOP THEMES

✔ Fordham’s mission and values

✔ Balance of Liberal Arts & chasing the current market trends

✔ Understand & incorporate learning styles of 21st Century students

✔ Diversity – students, faculty, leadership
TOP THEMES

❖ Digital literacy & citizenship across the University
❖ Increasing tuition and our value proposition
❖ Prioritizing undergraduate, graduate, professional?
❖ Globalization - balancing global & local
WAYS TO ENGAGE

☞ Web site URL: fordham.edu/cusp

☞ Tell Us

☞ cusp@fordham.edu