



EAB

Strategic Action Planning Committee Kick Off Meeting

March 1, 2021



Thinking About Strategic Planning



“The essence of strategy is deciding what *not* to do.”

- Michael Porter

What Should a Strategic Plan Do?



Provide a Common Direction for All University Decision-Makers

Typical Strategic Plan Components

- Mission, vision, values → Who are we at our core? What is non-negotiable?
- Changing landscape → What's different about our environment?
 - External trends → How is the world in which we operate changing?
 - Internal trends → How are we changing the way we operate?
- Themes → Which aspects of the university do we want to focus on?
 - Goals → Which ambitious but achievable goals should we commit to?
- Implementation Plan → Who will be responsible for making this happen?
 - Action steps → What activities will we undertake (or not)?
 - Success metrics → How will we know if we are making progress

How Long Will It Take?



Rate-Limiting Activities

- You can't crowdsource a strategy. It requires a focused group of people to develop an integrated plan for the future
- The core groups need time to move beyond their limited knowledge and parochial interests and begin to see the big picture
- Even a small group will never reach complete consensus. Recognize when additional debate is likely to lead to diminishing returns
- The planning group must get input and feedback from other stakeholders, but don't expect them to make the tough choices for you. Ask them to react to your proposals
- While you can continue building out the implementation plans, the process to create the core strategic action plan should be focused and rapid
- Many components of your strategy are already implicit in your current planning work. There is already significant agreement on where you are and where you are going

Lessons Learned from Other Universities



Don't reinvent the wheel

- Don't spend time revising your mission, vision, and values unless you believe they have truly changed
- Leverage all existing planning documents—accreditation, SEM plans, student success plans, internationalization plan, etc.

Be honest about where you need to improve

- Quantify gaps to goals or to peer performance
- Prioritize the most consequential gaps
- Identify root causes
- Propose solutions that address the root causes

Don't try to put everything in the plan

- The plan does not have to include everything you intend to do—just the big, new strategic stuff
- Emphasize a small number of institutional priorities
- Don't try to include all of the implementation detail in the plan
- While you want every stakeholder to see some of their priorities in the plan, you can do that by elevating the level rather than creating a laundry list of detailed priorities

Emphasize what's unique or new

- Highlight unique strengths and the innovative new ways you plan to build on them
- Don't include activities that every university does—unless you do them better than other institutions

Anticipate that the plan will need to adapt over time

- Be careful about setting precise quantitative targets
- Consider expressing the goals in terms of scenarios to demonstrate to readers what success will look like concretely

Don't forget the financial model

- You don't have to put a price tag on the plan, but you do need to think about how you will fund it
- Which aspects of the plan will drive incremental revenues?
- Which aspects will require significant investments?
- Are there opportunities to reallocate resources from low impact activities to higher impact activities?

From Ambition to Competitive Advantage



Ten Ways to Differentiate While Meeting Our Highest Aspirations



Unquestionable Return on Investment

1. Radical Affordability
2. Experiential Learning at Scale
3. Institution-Wide Outcomes Focus



True Engine of Upward Mobility

4. Seamless Institutional Pathways
5. Mass Personalization of the Customer Experience
6. Integrated Mental Health and Wellness
7. Radical Flexibility



Recognized and Valued as Public Good

8. Reaching Underserved Adult Markets
9. Strategic Professional Program Growth
10. Cross-Sector Regional Economic Development

Unprecedented Urgency for P-20 Partnerships



Results of the Pre-Meeting Survey

What Attracted You to Southeast?



The Mission

I believe in our mission. We transform lives.

Southeast's commitment to student success and large 1st generation college students (walking the talk happens @ SEMO)

Size of the institution and its mission to serve the region

Among other things, I appreciate that Southeast remains (largely) a teaching-focused institution.

Professional Opportunities

Job opportunities and benefits

The opportunity to be a chairperson of a department and to be a leader that brings the curriculum up to date...

Alma Mater; Tenure Track Position; Pay Raise

Southeast had a job that fit my teaching and research interests

The position of Director of the Cybersecurity Institute

The People

The people. I immediately felt I wanted to work with the people who interviewed me.

The people seemed friendly and helpful; I thought there was a kind of underdog culture/mindset and I liked that;

Cost and Convenience

As a student, in order: cost, academic programs, campus environment.

Location, close to home, affordable

What Makes Southeast Unique?



Student Focus

Attention to students

Southeast is unique because of the unique makeup of the student body who attend and their goals.

it is genuinely student-centered

Location; low student to faculty ratio;

1) Strong student experiences (internships, practicums & others) embedded into degrees; 2) the River Campus & its departments; 3) dedicated faculty & staff

For students, the individualized attention they can receive; student to faculty ratio; affordability.

Connection to the Region

I truly feel that Southeast is a hidden gem, there are many people who are unaware that we have so much to offer here in this community

People referred to Southeast as "our university" and spoke of it with pride. Many had attended here, and had maintained ties to it. I saw it (and still see it) not only as integral to the area, but a part of the identity of the region. The connection worked both ways as SEMO has a larger than usual number of faculty who are here because they are from the region. .

Affordability and Efficiency

I think there's something to our brand and our will to do, in that the institution really does amazing things with few people and resources.

The transparency we have with our tuition and fees and our affordability. Culture.

Some programs are above reproach in quality. The cost efficiencies which Southeast can deliver those quality programs compared to other options (other regional institutions, University of Missouri, private institutions.

Quality Programs

The range and quality of our programs, from VPA to cybersecurity; Value; Status in the region

We have "pockets" of uniqueness, if you will, but in my opinion, Southeast is not sufficiently unique as an institution to meaningfully differentiate itself from competitor institutions..

What Is Southeast's Greatest Strategic Opportunity?

Focused Portfolio of Strong Programs

Streamline (academic prioritization) and grow core programs

Enrollment growth of the River Campus programs

Cybersecurity and big Data Analytics

We need to decide where we want to be and how to plan for some very challenging times ahead and then execute the plan without getting distracted with other things.

Our greatest opportunity is two-fold: 1.) Decide who and what we want to be as an institution. 2.) Commit ourselves to pursuing that vision with relentless focus.

Affordability

Southeast provides the same opportunities you can receive at a larger institution, for a fraction of the cost.

The economic efficiency of its undergraduate programs, especially considering the preparation to succeed professionally or academically at the next level.

Greater Accessibility for Students

Expanding prior learning options and articulated credit. Military credit. Bridge programs.

Online & other flexible learning strategies

Interdisciplinarity and the availability of fully online degrees

Marketing

Market our product well - we are just the right size, quality programs, affordable

To graduate exceptional students. They will become ambassadors for Southeast and the community will recognize Southeast through them.

Regional Impact

I think we are well positioned to help bridge the urban-rural divide. Interdisciplinary work that bridges across governmental sectors and private sectors could foster a lot of opportunities to support not only our students but our community and region.

How Is Southeast Indispensable to the Region and MO?

Producing Well-Prepared Graduates

We are an avenue for students to get a degree and live a comfortable life, making a difference in their local community, or to get a degree and be competitive in the career of their choice anywhere in the world. Statewide, we offer truly quality education with a great deal of opportunities and support for students while preparing them to be competent, confident graduates.

Provide high quality education for students in the state and the region

Having programs and accreditations that others in the state/region do not have. Adding tech/vocational courses could help with our enrollment numbers along with retention.

Connection to the regional community via placement of graduates in businesses and external stakeholders.

Providing access to affordable higher education in the region

As an Economic and Cultural Center

Southeast provides the region with training for improved economic opportunities. It also provides venues for the community to learn and explore (e.g. cultural, fine arts, guest speakers).

As an economic and cultural center of the region, as well as an employer of choice attracting and retaining excellent quality instructional and support personnel.

Strengthening and being public about our ties to area communities and businesses; especially those where Southeast student experiences happen

Become stronger in our partnership with the immediate area. Our town needs to feel like a college town.

Southeast is indispensable as a driver of economic growth for the region: providing jobs, trained graduates, committed alumni, attracting talent, etc. We also become indispensable by focusing on core programs unique to our region or state, being leaders in the fields.

How Might We Become Indispensable?

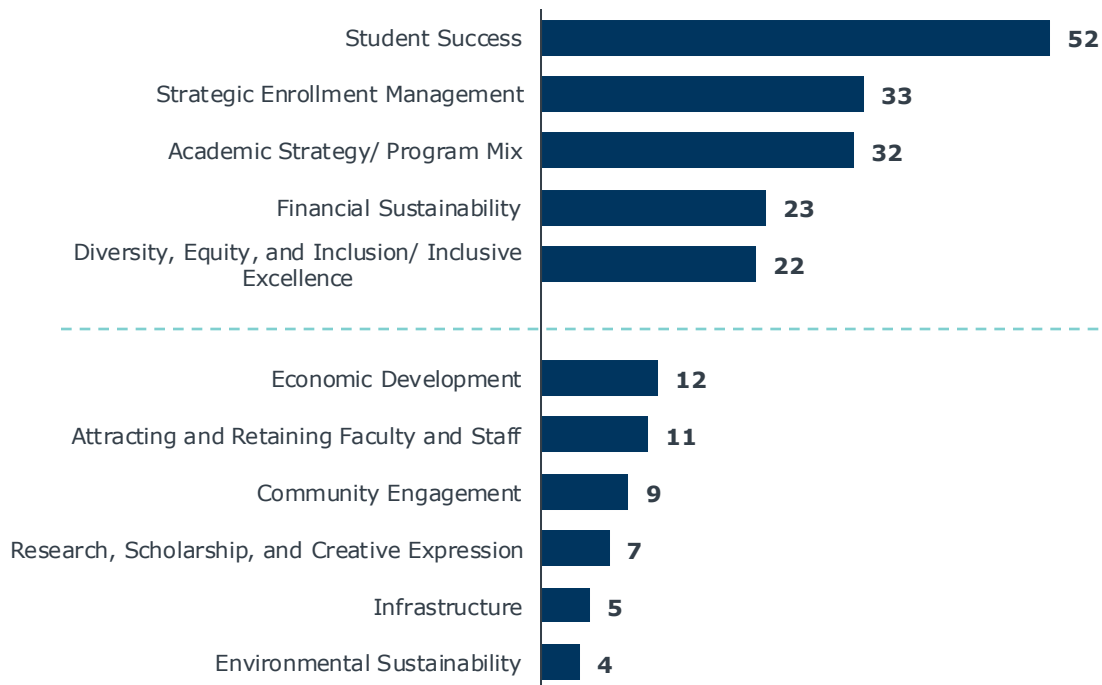


This relates both to the challenge of uniqueness and to our greatest opportunity. We create absolute clarity regarding who we serve and by serving them better than anyone else does. By doing so, we are forced to sharpen our focus and we are made unique among higher education institutions. As we publicly and compellingly message clear alignment of what we're best at with regional and state priorities, we become indispensable.

Clear Preference for the Top Five Themes



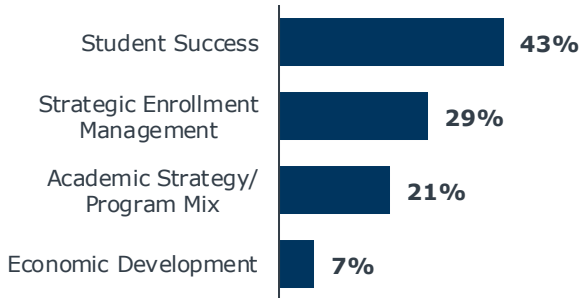
Consolidated Scoring of Themes, n = 14



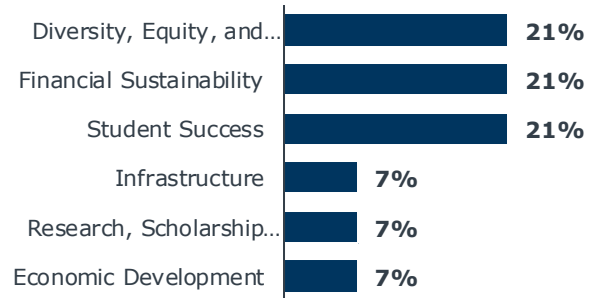
Preference by Rank

Ranking of Themes, n = 14

Ranked #1



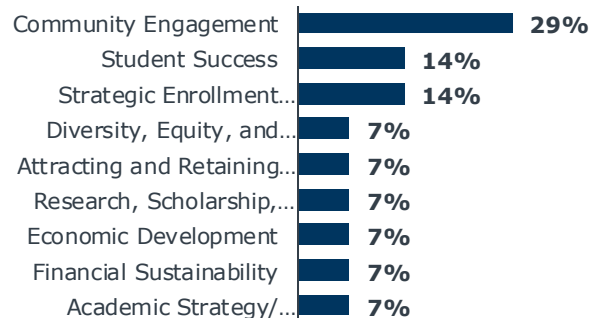
Ranked #2



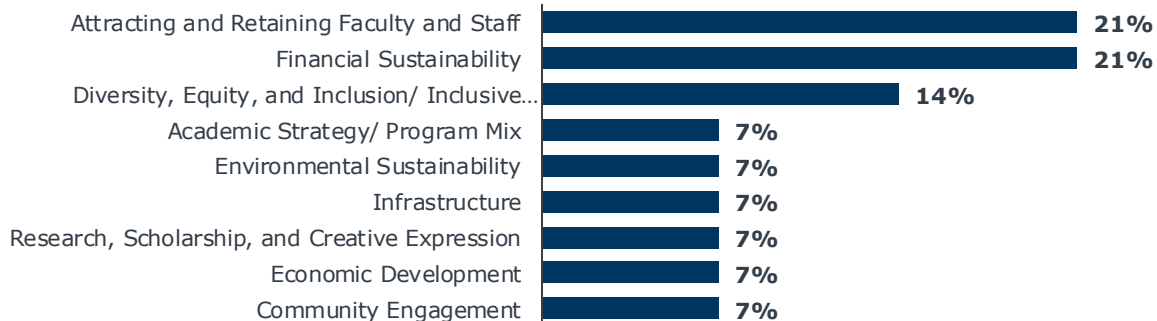
Ranked #3



Ranked #4



Ranked #5





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