

Charge, Work Plan and Time Table for the Strategic Planning Work Groups

Thank you for agreeing to serve on a strategic planning work group. The charge to the work groups is to develop ideas for specific strategies and initiatives through which UNE can address each overarching priority of the strategic plan. These will form the core of the strategic plan, articulating activities that the University will undertake “on the ground” to achieve its distinctive vision.

But before elaborating on the work groups, a little background. At this juncture in the strategic planning process, the Strategic Planning Coordinating Committee (SPCC) has received broad input from the UNE community through the President’s Listening Tour, meetings of the [AKA Strategy](#) consultants with numerous UNE stakeholders, other informal open sessions, and via the email link found on the [strategic planning website](#). The SPCC has discussed and debated the ideas emerging from these efforts and, with input from the President and our consultants, has created the current draft framework of the strategic plan that is posted on the website. Now, the SPCC is eager to obtain more focused and detailed input from members of our community to validate this framework and begin to elaborate the specific initiatives that UNE will undertake in the coming years and shape this working draft as part of the iterative process we committed to months ago.

The seven “strategic priorities” in the framework are intentionally aspirational, identifying key areas in which UNE wishes to continuously improve and evolve. These broad, long-term priorities set the stage for the efforts of the work groups. Their charge is to propose, within each priority, concrete, measurable goals that the University will achieve over the next three to five years and specific initiatives/actions to do so. The SPCC will then assemble the ideas proposed by the work groups into a complete draft strategic plan and obtain feedback on it from the UNE community. Then, through iterations of discussion and revision of the draft plan, the SPCC will refine and finalize the UNE Strategic Plan.

At this stage, it is not important for the work groups to provide detailed time frames or catalog the resources for each goal or initiative/action may require. Rather, the groups should generate thoughtful, innovative, achievable and, hopefully, distinctively-UNE goals and initiatives for further discussion. Once there is consensus on both the major priorities and the specific goals, we will determine the overall prioritization of all these elements, identify resources they will require, develop timelines, establish metrics and benchmarks, and begin implementation of the strategic plan.

For this effort, we urge each work-group member to consider him or herself as a representative of the full UNE community. Each member will bring important perspectives and experiences from a particular college, department, program, office, or organization. However, it is crucial for the members of each work group collectively to step back from their individual concerns and opinions and consider the goals that would best reflect the needs and aspirations of the full UNE community. At this phase, it is important not to limit the scope or the scale of our thinking. Thus, a longer list is better than a shorter list if it

allows broader representation of viewpoints. The work group process allows time for the groups to prioritize and refine their ideas. Further development will occur over the summer months as the SPCC works to develop the strategic plan.

The overall plan for the work groups is to meet once or twice to develop their initial ideas; meet with the SPCC to present, discuss and obtain feedback on their work; meet again in work groups to further develop their ideas; and meet with the SPCC once more to present their final work.

The specific work plan and time table for each work group is:

- 1) Convene as soon as possible for one or two meetings prior to Monday, May 7, 2018 and begin to frame initial ideas. In these meetings:
 - Designate a member to take notes on the group's discussions and prepare and edit brief drafts of its report;
 - Examine the group's assigned strategic priority and confirm if it should be one of the overarching priorities of the strategic plan. Suggest edits to the wording if you wish. (If you do not believe this priority should be included in the plan, provide your group's rationale);
 - Consult with individuals or groups at UNE that are doing work that bears on the work group's charge (e.g., the Task Force on Student Retention; the Task Force on the Future of Health Professions)
 - Generate measurable goals for the group's assigned priority. For each goal, identify promising initiatives/actions UNE might take to achieve it.
 - Write a clear, succinct description of each proposed goal and its supporting initiatives/actions. If it is not self evident, make clear how each goal is relevant to the priority and how the proposed initiatives/actions will help achieve the goal.
 - Indicate any underlying assumptions that may not be evident.
 - Describe any potential synergies or important relationships you see among your goals and initiatives, or possibly between your items and other strategic priorities of the strategic plan.
 - Prioritize the goals, listing them in order of importance. Some reasons for designating a goal or supporting initiative as high priority include:
 - It is time sensitive, taking advantage of a particular environmental circumstance at a given moment;
 - It's a prerequisite for the success of other important goals;

- It offers an unusually strong return on investment (whether measured in dollars, reputation, student satisfaction or other factors);
 - It has the potential to increase student enrollment and/or retention; and
 - It represents “low hanging fruit”—something that can be accomplished quickly for a highly visible win that will generate momentum.¹
- 2) Prepare a brief written summary of the group’s work (ideally no more than two or three pages) *no later than Wednesday, May 4, 2018. Please email this summary to your SPCC liaison:*
- | | |
|-----------------|-------------------|
| Ellen Beaulieu | ebeaulieu@une.edu |
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- 3) Meet with the SPCC from 10 am – 1 pm on on Monday May 7, 2018 to brief the Committee on your work group’s initial results. The SPCC will provide feedback and questions to help the group in further shaping its work.
- 4) Reconvene the work group once or twice more before prior to May 29, 2018. Use these meetings to consider the SPCC’s feedback and to discuss and refine the work group’s goals and supporting initiatives. If there is time, the work groups should also suggest:
- Preliminary ideas for qualitative and quantitative metrics to measure progress toward each goal;
 - Rough time frames for implementing initiatives (e.g., six months; two years; “underway within 12 months and complete beyond the term of the strategic plan”); and
 - *Very preliminary* parameters of required resources—both types of resources (financial, human, infrastructure, etc.) and rough levels (high, medium, or low).
- 5) Prepare a final report of the group’s work (again, ideally no more than two or three pages) *no later than Friday May 25, 2018. Please email this to your SPCC liaison.*
- 6) Meet with the SPCC from 1-4 pm on Tuesday, May 29, 2018 to present and discuss the work group’s final report.

¹ Prioritizing goals in this way is important because, with limited resources, UNE cannot pursue every goal simultaneously. Determining where to start and how to sequence activities will be important as the University begins implementation of the strategic plan.

The SPCC will use the content generated by the work groups to develop iterative drafts of the full strategic plan for discussion in its subsequent meetings. While, undoubtedly, there will be further revisions to the goals and initiatives proposed by the work groups, their efforts will go a long way toward solidifying the core goals of the strategic plan and making clear how UNE plans to achieve them.