STRATEGY DEVELOPMENT
WORKSHOP PREPARATION MATERIALS
Arcadia University provides a distinctively global, integrative, and personal learning experience for intellectually curious undergraduate and graduate students in preparation for a life of scholarship, service, and professional contribution.
Arcadia University’s pioneering, global, integrated, liberal arts, and professional learning experience cultivates leaders who are intellectually fearless and uniquely prepared for life and work. Our highly regarded, values-based learning community reflects the world in which we want to live.
• **Adaptability:** We prepare community members with the nimbleness both to address the multifaceted challenges of civic life and to pursue new strategies in a dynamic world.

• **Excellence:** We challenge ourselves to perform at and provide high standards in education, experience, and opportunity. Academic excellence is evidenced in the rigor and vigor of our programs and also in the qualities of our alumni.

• **Fearlessness:** We facilitate a boundless learning environment across disciplines that integrate diverse perspectives into new knowledge and novel solutions to complex problems.

• **Integrity:** We are honest and ethical in our actions, individually and collectively as an institution. Our integrative experiences, grounded in the liberal arts and sciences, cultivate intellectual and social responsibility.

• **Intellectual Freedom:** We encourage freedom of thought and expression irrespective of ideological perspectives throughout our community of learners.

• **Justice:** We bring our individual and collective resources to bear to seek positive transformation in our community and the world. We are always on guard against injustice and its causes.

• **Respect:** Embracing our diversity creates a rich and welcoming atmosphere where the difference in culture, perspective, and belief enriches academic discourse and campus life and creates a sense of belonging for all community members.

• **Responsibility:** We are committed stewards of Arcadia, and we will ensure that decisions are made in accordance with institutional mission, goals, and guidelines.
THE STRATEGIC PLAN IS DEAD. LONG LIVE THE ADAPTIVE STRATEGY.

Operations address how to do things right, whereas strategy is about the right things to do.

ASSUMPTIONS

- Strategy is the link between mission and the realities of the external, competitive marketplace
- Strategy is often dependent on variable environmental challenges, not time dependent variables.
- Strategy exists if some competitors choose different paths.
- Strategy is about choices associated with organizational direction.

A focus on strategy is intended to help institutions experiment and take initiative, to ask questions and create synergies, and to move institutions ahead in often unknown and unknowable environments.
What key objectives will best ensure that we fulfill our mission in the foreseeable future?

Who are our key audiences and how are their needs and aspirations changing?

How is the environment evolving and what does that mean for our competitive advantage?

Who are our competitors -- both traditional and nontraditional -- and in what ways are they competing differently? How might we respond?

What do we not do or consider not doing? What are the boundaries of our efforts? What criteria are used to demarcate what is inside and outside those boundaries?
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EMERGING STRATEGIC IMPERATIVES

- Academic Excellence Through Impact and Authenticity
- Student Success
- Community, Culture, and Campus
- Responsible Social Impact and Innovation
OUTCOMES FROM ACADEMIC AFFAIRS RETREAT - AUG 21, 2019

Supporting Faculty Work

1) Incentives for faculty scholarship after tenure
2) More opportunities to share faculty research - HRL
3) Small grants to support faculty
4) Concrete incentives for bringing disciplines together
5) Dedicated meetings for faculty research (even w/i a Dept.)
6) Resources for bio-stats, etc. - research infrastructure
7) Scholarship retreat - grant writing

Student Success

1) Campus resource education
2) Pedagogical development
3) Student engagement training for faculty and staff
4) Vision of success informed by students
5) Pathways for students to connect with academics/ integrate these activities
6) Excellence in advising/mentoring
7) Value different backgrounds
Inclusion & Equity
1) Valuing / hearing all voices and opinions
2) Restorative justice practices
3) Culture shift toward inclusion and equity
4) Racially diversifying faculty

Social Impact & Social Innovation
1. Student leadership
2. The scholarship of engagement
3. Corporate partnerships
4. Environmental justice
5. A community course required
6. An interdisciplinary perspective and a ground up approach
7. Publicize a network of community organizations
8. Create opportunities for dialogue, facilitate moments of dialogue

Global Learning
1) Exploring the next global frontier
2) Draw in international students to the benefit of students & community
3) Bring “Global” into classroom.
4) Produce global citizens
5) Cross disciplinary/ cross cultural explorations
6) Use tech to bring students abroad to campus
7) Supported short-term study access
8) Become a Fulbright Center (more sponsored funding)

Telling Arcadia’s Story
1) Impact stories - Everyone becomes a storyteller
2) Potential for cross fertilization (department and programs)
3) Quirky place - Capture what that means
4) Mission aligned with personal values and passions
5) Highlight uniqueness of community
OUTCOMES FROM ACADEMIC AFFAIRS RETREAT - AUG 21, 2019

Rethinking the Budget Culture

Issues
1) Emphasize quality of life
2) Share info, discuss assumptions
3) Fiscal cooperation vs competitiveness
4) Messaging is inconsistent and contradictory

Opportunities
5) Increase transparency
6) Understanding the bigger picture
7) Valuing people / Human Capital
8) Resources more clearly connected with goals including climate security
9) Seeking more external resources
10) More accountability and training
11) Clearer systems and analyze real time data

Making Arcadia a Great Place to Work

Issues
1) Compensation and benefits
2) Mindful of morale within departments
3) Transparency (what and why)
4) Improve culture with staff
5) Common timing

Opportunities
6) Professional development
7) Time management- scholarship/service/teaching
8) Physical space - working, teaching, learning center
9) Interconnectivity between schools/colleges
10) Micro affirmations
11) Transparency- salary, title, comparison with other universities
STRATEGY DEVELOPMENT
Community Engagement

Board of Trustees
Student Gov’t Org
UKnighted Community Meetings

President’s Faculty Advisory Committee

President’s Advisory Council

Academic Departments, Faculty Senate

Staff Units/Department, Staff Council

Online Feedback

Alumni Council

BOT Advisory Group

Executive Committee: Cabinet and Key Administrators
ACADEMIC EXCELLENCE THROUGH IMPACT AND AUTHENTICITY

- How do academic programs link to regional economic development and workforce demands for the global society?
- How does the institution support academic and professional development opportunities for students through internships, international study, research, service-learning, and career services?
- How is culturally relevant pedagogy and content expressed and assessed throughout the curriculum?
- How does the institution support high-quality hybrid and online curricula?
- What is Arcadia’s global strategy and how will it enhance our academic rigor and vigor?
STUDENT SUCCESS

- What is the distinctive mark of the Arcadia student? How is that distinction best experienced for all students?
- What types of commitments should we make to our students to offer excellent intellectual and social experience?
- How do we advance student success from recruitment through graduation?
STRATEGIC QUESTIONS FOR THEME 3

COMMUNITY, CULTURE AND CAMPUS

● What support systems and programs help build and foster a culture of mutual respect and collegiality across the University? How do we foster and support a culture of open expression?
● What are the most important aspects of shared governance? How do we practice these principles?
● What recruitment and retention strategies can help Arcadia become a destination employer for staff? For faculty?
● How will our strategic goals be supported through physical structures and campus layout?
● How do we create and sustain a culture of philanthropy? How does this align with how we are perceived today and what active steps need to be taken to set a new tone and shift mindsets?
RESPONSIBLE SOCIAL IMPACT AND INNOVATION

● How will Arcadia cultivate leaders who can create systemic, socially impactful change at Arcadia and beyond?
● How do we position ourselves to lead as both an institution of higher education and a social enterprise, affording us the opportunity to tackle social problems as an institution?
● Can the problems we are trying to solve help frame our priorities (e.g. academic excellence, affordability and accessibility, student experience, community engagement, etc.)?
● What collaborative opportunities exist with local and regional schools, community organizations, and families to positively impact the community?
● How is Arcadia promoting its commitment to the community and increasing its presence across diverse communities?
## TIMELINE FOR STRATEGY DEVELOPMENT

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
<th>Trustees</th>
<th>SLT</th>
<th>Managers</th>
<th>Community**</th>
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<tr>
<td>Trustees Comm on Org Excellence Conf Call</td>
<td>Sep 24</td>
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<td>Trustees Launch Session</td>
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<td>Student Experience Visioning Retreat</td>
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<td>Campus-wide Launch Reception</td>
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<td>Nov 11</td>
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<td>Trustees Retreat*</td>
<td>Dec 3</td>
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<td>DECEMBER</td>
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<td>Theme Team Public Sessions (multiple)</td>
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* Dates are tentative

** Note: Additional community engagement sessions are planned
“Any great University is always a place of unlimited opportunity and limited resources.”
EMERGING STRATEGIC IMPERATIVES

UKNIGHTED STRATEGIC IMPERATIVES

Academic Excellence Through Impact and Authenticity
Student Success
Community, Culture, & Campus
Responsible Social Impact & Innovation

ACADEMIC AFFAIRS RETREAT THEMES

Supporting Faculty Work
Student Success
Global Learning
Social Impact & Social Innovation
Inclusion & Equity
Rethinking the Budget Culture
Making Arcadia a Great Place to Work
Telling Arcadia’s Story
QUESTIONS:

● WHAT IS MISSING?

● WHAT SHOULD WE EMPHASIZE?