

Strategic Planning Retreat

July 11-12, 2019

Simmons College of Kentucky

Getting Started: Homework Review!

1. Roses / Buds / Thorns Exercise
2. Branding: What does “*Simmons Nation*” mean to you?
3. What does a highly successful administrative project look like?
4. A glance in the rear-view mirror: What has happened since January 2005.

1. Mission Statement

Simmons College of Kentucky is an institution of biblical higher education dedicated to educating people in the urban context through strong academic and professional programs in order that they may become productive citizens and agents of change in society.

Review

Reaffirmation

Commentary: Reflection of HBCU identity (cf. “urban” language)

Set in motion plans for 2020 substantive change doc (notification if not “approval” format) for updated mission statement

2. Vision and Values

VISION STATEMENT

To be the premier Christian liberal arts institution of higher education in the region, known for the integration of faith and learning, whose graduates lead purposeful lives as productive citizens.

CORE VALUES

ACCESS AND QUALITY

Simmons will provide equal education opportunity to increasing numbers of students from underserved and un-served populations residing primarily among the economically and socially bypassed in the Metro Louisville community.

LEADERSHIP

Simmons will stimulate, initiate, and implement programs and services to inspire and guide its students, faculty, and staff in developing their self-confidence, self-discipline, and self-empowerment to become productive leaders.

RELEVANCE

Simmons will respond to the evolving needs of the economic and political culture—highly literate, well-spoken, technologically competent graduates educated to excel in the 21st century workforce.

DIVERSITY

Simmons will sustain and strengthen its commitment to recruit, enroll, educate, and graduate students and to employ faculty and staff that represent a diverse cross-section of the community.

SOCIAL RESPONSIBILITY

Simmons will promote active participation in constructive social exchange through volunteerism, leadership, and civic action on the part of its students, faculty, and staff.

HERITAGE

Simmons will honor its heritage as a historically black college or university ("HBCU") and will provide all students with a safe space in which to explore and express their history and culture, as they respect themselves and others.

- a. Articulate for review
- b. Vision as HBCU
- c. Vision as ABHE Member
 - i. Maximizing this relationship
 - 1. SCKY as the leading Christian Social Justice advocate within ABHE
 - ii. HBCU / ABHE: Simmons has potential for a leadership role here
 - 1. Participation in Annual Meeting presentations
 - 2. Participation on Site Visit teams
 - 3. All pending successful SPR (Special Progress Report)
- d. Aspiration to Regional Accreditation
 - i. Not as an end in itself
 - ii. Potential Benefits of the relationship
 - 1. Many grants are limited to “regionally accredited” institutions
 - 2. UNCF funds
 - 3. Opens doors for more relationships among colleges / universities
 - iii. Potential Risks of the relationship
 - 1. See “*Biases in Quality Assurance: A Position Paper on Historically Black Colleges and Universities and SASCOC*”, UNCF Frederick D. Patterson Research Institute, 2019.
- e. Vision / Values discussion:
 - i. The students SCKY serves
 - 1. Academically underprepared
 - a. How do we assure outside observers that we effectively address educational under-preparedness in our student body?
 - b. Are our efforts at remediation effective?
 - c. What are the limits of our ability to remediate?
 - ii. The faculty and administration of SCKY
 - 1. “Faculty Well-Being” issues as defined by ABHE standard 9 (salaries, benefits, rank, promotion, etc.).

Strategic Planning

Prelude: Seeking to balance Realism and Idealism

1. Academic Master Plan

- a. Plan the Road
Where do we want to go academically?
- b. Pave the Road
What happens when?
Who works with whom?
What are the necessary priorities, targets, timetables, costs?

State of Existing Programs:

Business Entrepreneurship

Cross-Cultural Communication

General Education

Music

Religious Studies

Sociology

Enrollment Projections

Placement Outcomes

Program Reviews

JCPS / SCKY Partnership Initiative

Black Church Leadership Initiative

STEM

How do we operationalize our commitment to excellence in teaching?

2. Facilities Planning

- a. Campus Safety Planning
- b. Classroom and Office Space
- c. Student Housing Solutions

- d. Delayed Maintenance
- e. Recreational Resources (SSC FLC)

3. Library Planning

- a. Collections
- b. Processes
- c. Library Action Team
- d. Information Literacy Planning

4. Personnel Planning

- a. Personnel needs in upcoming 3-year window
- b. Recruiting

5. Technology Planning

- a. Training for SONIS
- b. WEAVE
- c. BLOOMERANG
- d. Overall technology audits and training

6. Student Affairs Planning

- a. Convocation Calendar
- b. Financial Aid Planning
- c. Student Government Planning
- d. Highly enriching learning opportunities (HELOs)
- e. Career Center

7. Enrollment Management Planning

- a. Recruiting
- b. Admissions
- c. Diversity
 - i. Expressed in “Core Values,” how does it look at the EM level?
 - ii. ABHE “suggestion” (not “recommendation”)
 - iii. Louisville’s favorable demographics for a Hispanic-Serving Institution designation for Simmons.
 - 1. Become the nation’s 1st combination HBCU/HSI
 - 2. Will require sustained campaign of outreach to Hispanic / Latinx community

8. Retention – Persistence – Completion Planning

- a. The Simmons Experience

9. Assessment Planning

- a. Making outcomes information available to the public (website)
- b. Resources for Improvement

10. Development Planning

- a. “Simmons Is Me”
- b. Annual Fund
- c. Capital Campaign
- d. Alumni
 - i. Give our Alumni jobs to do, not just solicitations for funds
 - ii. “Alumni Engagement” in a variety of forms

11. Executive Office Planning

- a. West Louisville Forum
- b. Empower West Louisville
- c. Media / Communications / LENS
- d. New Initiatives

12. Governance Planning

- a. Trustee Recruiting and Orientation Plans
- b. Trustee Engagement Assessment and Planning

13. Community Partnership Planning

- a. U of L Envirome Institute
 - i. Research / Grant opportunities
 - ii. Dr. Ted Smith / “City on Science”
 - iii. NIH Grants

14. Budgeting