

A&S Strategic Planning Committee
Notes from A&S Faculty and Staff Convocation
Responses by faculty and staff to the three questions below
9-17-2018

QUESTION 1: In your opinion, what would a successful university strategic planning process include?

A successful university planning process includes:

Participatory and inclusive process

- Inputs from different groups
- Dialogue/process for input on priorities
- Not top-down
- Successful: not top-down, needs to be inclusive and actualized
- Transparent, open, listening session
- Items of plan are result of participatory process
- Inclusive: opportunity to contribute
- Process: transparency, inclusivity, involvement
- Staff needs a strong voice in all levels of process
- Consult faculty early in the process
- Offers venues for dialogue and input from external communities we are engaged with
- Lift up voices not normally heard above dominant voices
- Clear process goals for strategic plan – not just outcome goals eg. Equitable distribution in reps, if not increased representation from marginalized

Ideas for engagement:

- Mission day conversation regarding strategic planning progress
- Recognize and access the voices of faculty who can't participate in focus groups
- Guided discussion
- Use technology, webinars etc. to do meetings that allow more voices
- Surveys seem more important place to determine priorities than the loudest person
- Provide context to ensure meaningful participation
- Convey what information we as faculty need to provide
- Fora can be too open ended, start with transparency into what is already on the table.
- Recognize the problems of fora

Shared governance

- Prioritizes shared governance across all levels of the university
- Process and outcome should include clear structural shared governance components
- Process outcome include structural shared governance

Openness

- Openness to structural reform and support for it, guidance, information
- No off-limits issues
- Not tied to narrow agenda
- The President and executive team need to be honest and open about their priorities

Transparency

- Access to raw data
- Transparent
- Transparent
- Budget transparency
- Transparent reporting of budgets, salaries
- Financial clarity and focus needed: expenditures, decisions on how \$ is spent, budget cuts. How do we know why? Explain clearly. Administrative executive costs.
- Transparency about decisions, possibility of appeal?
- Provide a clear baseline/transparency about what you will do with our feedback

Criteria

- Criteria for decisions
- Specific criteria about whose ideas are included and how they are priorities and valued
- Center economic justice of faculty, staff and students as well as the economic vitality of the institution.
- What happens when student needs and faculty needs conflict? ie transfer students who do not have traditional schedules and might need online or evening courses.

Strategic thinking

- More long-range (not just 5 years) that considers bigger social trends (k-12 curriculum – grad school) that we must adapt to
- Think beyond the university to consider education in wider context
- Strategic -- not tactical – thinking is crucial
- Leadership change and university changes during transition to new president once Fr. Steve retires

Center academic focus of university

- We face up to our primary task as an academic institution
- Goals that aren't solely focused on neoliberalistic ideals
- Universities are not linear
- Focus on academics
- Focused on academic/central mission

Accountability

- Ideas that are generated go somewhere and if not it is clear why
- Tangible practices and benchmarks to measure progress
- Follow through: don't just presume that things get done
- Strategic planning implementation...why, what intended and unintended consequences...report what implemented – what did and did not and why...to inform next...strategic plan
- Use what happened on last strategic plan – why didn't that happen?

Attention to community engagement

- We are an open campus/open to the community
- Care for institution = academic relationships in communication with communities

- Youth initiative – impact on our neighborhood could be stronger
- Contemporary university needs to prioritize intersectional relationship with community and public ie engaged public, community, faculty-student relationships are foundation of future vibrancy.
- Commitment to community engagement

Resources & compensation

- A successful process will address climate and economic surveys concerns that have been raised in a direct way.
- Address disparities in compensation across the university
- Center economic justice for faculty/staff not just survival of the institution
- Funds and budget to empower faculty/staff/students
- Infrastructure – money
- Align structures and resources
- Plans to hire more staff
- Plans to promote staff from within
- Ways to attract & retain quality faculty and staff – financial benefits
- We would like for the university to take into account that the costs of living in Seattle are increasingly higher and faculty and staff should receive salaries according to this

Organizational structure

- Discuss organizational structure at the university
- Consider how academic units are interdependent. What affects one, affects all

Input specific for CAS strategic planning

Representation

- Representative committee/inclusive that includes faculty/staff/students
- What populations are being excluded based on who was asked vs. was not asked to serve on this committee? What is the plan to include those populations?
- How will you combat tokenism for committee members who represent intersecting identities?

Timing

- The process is too long. We should start now to be ahead of the university.
- We should be ready and waiting for the university when they get through the process.

Input

- Collect input from individuals rather than at department level

Equity

- Address some basic equity issues first: discriminatory opportunities between TT & NT, lack of TT in certain departments, pay

Attention to budget and affordability

- Things we want to do and how we will finance them/budget planning long term
- Financial aid/affordability, especially as a liberal arts college. Career readiness.

Resources

- Decisions re: percentage of tenure track positions on our faculty
- Space! Need more space
- Enrollment management/class size goals long term
- Plans to promote staff from within

Additional input:

- Define strategic plan
- Tell us exactly what you are going to do to address these problems of retention, climate surveys, etc.
- Distinguish between different means and opinion
- Emphasis on humanities as a social science and social sciences as humanities
- For the whole university to engage in diversity discussions

QUESTION 2: What are our *College's* unique contributions to the world? to our immediate community? to Seattle University?

College of Arts & Sciences unique contributions

- Largest college/influence
- One of our strengths is that we are the biggest college in the university and therefore should have a bigger voice
- University core, 150 courses/year
- Jesuit identity
- Strengths: small classes, social justice focus, core (philosophy, theology) Seattle/PNW
- Social justice trained workforce
- Attract students with progressive attitude – train and work with communities. A&S faculty excel at this, but need community and public scholarship and tracking to count as central mission, especially re: cura personalis. To achieve this we need to consider more focus on cura apostolica.
- A&S actually feeds and change the culture through the work of our grads in the world.
- Influence the world, the art of civil dialogue for the common good
- Show value of liberal arts, cultivate and understand ourselves in the world
- Unique in applied research
- Faculty, students, staff serve on boards, decision-makers, consulting to community
- College: leading on shared governance, we think too much, largest # of students
- University needs to return/move forward with academic focus with emphasis on liberal arts education; center faculty as pivotal and faculty/student expertise and relationships
- Don't forget about the arts!

QUESTION 3: What are *Seattle University's* unique contributions to the world? to our immediate community?

SU's unique contributions

- Social justice approach
- CCE
- Clinics
- Services to community
- Trained professional public/nonprofit sector
- Social justice lens to public trained
- Reinforcing identity of socially progressive city
- Proximity to urban identity