Strategic Planning:
Where We’ve Been,
Where We Are,
Where We’re Going

Joseph Hellige
Senior Vice President for Academic Affairs
and Chief Academic Officer

President’s Leadership Development Retreat
September 9, 2011

“Even if you’re on the right track, you’ll get run over if you just sit there.”

Will Rogers
What is Strategic Planning?

- Collaborative process for establishing major directions for an organization
- Typically covers 5 – 7 years
- Sensitivity to external environment
- Focus on identifying and resolving issues
- Anticipates the future; exploits the inevitable
- Differentiates the institution from others
- Guides decisions and resource allocation

What Are the Benefits of Strategic Planning?

- Creates a competitive advantage
- Encourages adaptability, strategic agility and proactive behavior
- Helps clarify goals and priorities
- Mobilizes energy and resources in service of the same priorities
Overview of Strategic Planning Process

Strategic Planning at LMU in 2011

“If we lose the ability to re-create, We have lost the spirit.”

Fr. Adolfo Nicholas, SJ, Superior of the Society of Jesus
Re-Creating Jesuit Higher Education

• “What kind of universities, with what emphases and what directions, would we run, if we were re-founding the Society of Jesus in today’s world? I am inviting, in all my visits to all Jesuits, to re-create the Society of Jesus, because I think every generation has to re-create the faith, they have to re-create the journey, they have to re-create the institutions. This is not only a good desire. If we lose the ability to re-create, we have lost the spirit.”

Adolfo Nicholas, SJ, Superior of the Society of Jesus in Depth, Universality, and Learned Ministry: Challenges to Jesuit Higher Education Today

Strategic Planning at LMU: April - July

• President Burcham’s Charge
• Strategic Planning Steering Committee
• Kick-off survey
• Summer White Papers
Summer White Papers

- Academic excellence
- Academic excellence and diversity: inclusive excellence
- Academic programs and transformational learning
- Faculty engagement, development, support
- Graduate education
- Internal and external communication
- Internationalization
- Location in Los Angeles
- Mission and identity
- Scholarship and creative activity
- Student engagement, development, success

Learning from the White Papers

- Areas of overlap among the white papers
- Areas missing from the white papers
- Items that absolutely must be included in the plan
Excellence in Service of Education

- Characteristics of excellence in service of education for LMU: Legacy of Ignatian Pedagogy
  - Rigorous (magis)
  - Deeply engaging
  - Problem-solving and socially sensitive (engaging with the real)
  - Transformational (cura personalis, whole-person, citizen thinker)
  - Inclusivity woven into the fabric
  - Interdisciplinary: consider the founding Jesuits
  - Global: those founding Jesuits again
  - Vibrant intellectual communities
  - Spires of excellence

Strategic Planning at LMU: Today

- Our mission
- Our core values
- Crafting our vision
- Toward overarching strategic priorities
Fall Semester and Beyond

- Steering committee deliverables
- Broad feedback from key constituencies and stakeholders
- Iterative process of revision
- Role of campus leaders

Opportunities for Synergy

Bellarmine Forum

Ignatian Imagination in the World: The Future of Education, Faith, and Justice

BELLARMINE FORUM • 2011-2012

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Adolfo Nicolás, S.J.
Superior General, Society of Jesus

LMU/LA Loyola Marymount University
Staying the Course!!!!