From: Workman, Mark
To: Byll-Cataria, Lauriane; Richard, Dan; Jones, Marnie; Hendricks, Lynn; Woodle, Kellie; Brown, Peter; Miller, Deb; Crump, Laurel; Gallo, Andres; Weerts, Sally; Webb, Kristine; Kaye, Deborah; Hetrick, Barbara; Stultz, Michael; Lance, Tyran; Bloom, Kathaleen; Carle, Adam; Ebong, Imeh; Pyati, Radha; Weber, Christine; Coleman, Jay; Martelo, Maira; Brown, Louise; Chally, Pamela; Pekarek, Thomas; Taylor, Lance; Watson, Lisa; Harrison, Jeffrey; Gay, Dennis; Yu, Fen; Powell, Rick; Jaffee, Marianne; Paulsen, Krista; Osborne-Lampkin, LaTara; Reedy, Karen L; Kasten, Katherine; Clifford, Dale; Loriz, Lillia; Bolumole, Yemisi; Harris, Alan; Brooks, Annabel; Campbell, Joann; Michelman, Jeff; Owen, Janet D; Robinson, Valarie; Vorreyer-Hedges, Anita; Wilburn, Sharon; "rachael.tutwiler@corps2008.tfanet.org"; Workman, Mark; Jaffee, David; Fenner, David; Daniel, Larry; Gonzalez, Mauricio; Allaire, Pierre N; Shuman, Shari; Serwatka, Tom; Robinson, Katherine; Cruess, Alison; Westberry, Kathy; Barnes, John R;
cc: Delaney, John;
Subject: Strategic Planning progress report
Date: Thursday, December 04, 2008 3:21:05 PM
Attachments: SPC large grid with five goals 12-08.xlsx

Colleagues,

As we reach the end of the semester I would like to apprise you of the progress we have been making on the strategic planning front. Based upon the work of your committees we have identified a series of actions whose implementation ought to advance us towards the achievement of the major university goals. Those actions have been incorporated into the attached matrix. The matrix, which is still subject to ongoing refinement, ultimately will be populated by benchmarks—the targets that we should be seeking to reach if we are to realize our vision of becoming a regional university of national quality. Those targets, in turn, will dictate annual goals. It would be unrealistic not to acknowledge that the budget situation will affect the rate at which we are able to advance the quality of UNF, but this strategic plan will serve the purpose of defining what our trajectory should be.

Tom and the benchmarking group are going to be working consultatively with each of your committees to identify appropriate targets based upon a selected group of peer and aspirant institutions, NSSE data, SUS/BOG mandates, and so on. Once they have made some progress in doing so we will reconvene as a committee of the whole to assess the results of our efforts to date and to determine what we must do next to put the strategic plan into motion. In order to do so, I believe we will need to come to an understanding about how the university-level strategic plan should intersect with—that is, guide and be informed by—unit-level strategic

plans. We also need to define the articulation between strategic planning and strategic budgeting.

So much work remains to be done, but with your valuable help, I just wanted to let you know that we are on our way.

Mark