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KENNEDY COMPANY



PRAIRIE VIEW
A&M UNIVERSITY

PRAIRIE VIEW A&M UNIVERSITY STRATEGIC PLANNING SERVICES

November 17, 2023

AGENDA AND GOALS FOR TODAY'S MEETING

Agenda:

- Introductions and project organization
- Overview of project plan
- Project timeline and next steps

Goals for Today's Meeting:

- Introduce the project, Kennedy & Company, and our recommended approach
- Discuss and align on project goals, roles and responsibilities, and timeline
- Gather insight into who should be engaged and how
- Understand data and information that needs to be collected that would be helpful to the outcome of the project
- Learn more about the context of any progress that has been made to date related to the project
- Identify opportunities for improving the project's outcome and any challenges in completing the project successfully
- Discuss next steps

COMPANY OVERVIEW

- Kennedy & Company is an education-focused consulting and technology company that specializes in helping higher education institutions solve tough challenges in enrollment, student success, DEI, budgeting, online administration, continuing education, the academic portfolio, and the implementation and use of new technology.
- Since our founding in 2013, we have worked with over 175 institutions across the United States, Canada, and Europe. Our client list includes state flagship universities and systems, public research institutions, large and small private colleges, community colleges, and historically Black colleges and universities.
- We are an employee-owned company consisting of a growing team of 35 full-time employees and regular contractors.
- In addition to offices in DC, Charlottesville, and Philadelphia, K&Co. has responded to the remote work phenomenon in healthy and productive ways; employees range from working in-office to being fully remote across the US.

PROPOSED PROJECT TEAM



Benjamin Kennedy is the CEO and Founder of Kennedy & Company. He is the former leader of Huron Education's enrollment services group, a former corporate growth strategy consultant with Bain & Company, and a former member of the Duke University Board of Trustees. Ben has also served as a Strategic Advisor to the Chief Financial Officer at the University of South Carolina. In all, Ben has served more than 50 colleges and universities on issues ranging from operational improvement, to strategic planning, to fundraising and development strategies, to enrollment management and administrative cost reductions, to comprehensive reevaluations of institutional strategy and sustainability. Ben holds a B.A. and MBA from Duke University



Kendra Grinnage (Associate Principal) works with higher education institutions on various strategic initiatives including the development of online education strategy initiatives, strategic planning, academic portfolio strategy, student experience optimization and the development and implementation of diversity, equity, and inclusion initiatives. Additionally, she has significant experience in college counseling, K-12 admissions, student financial aid counseling, and residential student life programming. Kendra holds a BA in history and African American Studies from the University of Virginia and a MEd. in Higher Education from the University of Pennsylvania where her work predominantly focused on increasing equity and access for underrepresented students.



Ann Becks (Director) specializes in qualitative and quantitative analytical work related to the student experience from prospect through career, as well as federal education policy. Ann's professional experiences include student affairs at mid- to large-sized colleges and universities and federal policy at a Big Six higher education association in Washington, DC. As an adjunct faculty member Ann teaches graduate level courses on assessment and quantitative methods at Seattle University and the University of Maryland. Ann holds a B.A. from California Polytechnic State University, San Luis Obispo; an M.A. from the University of Michigan, and a Ph.D. from the Maryland.

PROPOSED PROJECT TEAM



Lindsey Holder (Senior Associate) comes to Kennedy & Company with nearly ten years' experience in higher education administration, strategic planning, and statistical analysis, with an emphasis on student success and retention. As the Director of Student Retention at The New School, Lindsey used quantitative and qualitative data to identify and understand the factors that impact key attrition/retention behaviors and translated this data into meaningful and measurable recommendations to keep students enrolled and successful. She also taught in the Mathematics (Statistics, Quantitative Reasoning) and Psychology (Research Methods, Psychology of Video Games) departments at The New School. Prior to joining Kennedy & Company, Lindsey worked in Huron Consulting Group's higher education Strategy & Operations practice, consulting on strategic planning, academic portfolio assessment, and university student mental health projects. She holds a BA from Arizona State University and an MA and MPhil from The New School for Social Research, where she is ABD.



Molly Ryan (Analyst) specializes in applying qualitative and quantitative analysis to various aspects of our clients' institutions, including enrollment and retention strategy, online strategy, and academic portfolio strategy. Molly has a background in market and competitor research and in a previous role administered surveys and conducted web-based interviews to determine the quality of service for Medicare recipients based in Michigan. Molly holds a B.A. in Public Policy from the University of Michigan.

STUDY APPROACH & METHODOLOGY

A NEW STRATEGIC VISION FOR PRAIRIE VIEW

Prairie View is looking to develop an aspirational, long-range strategic plan that will bring its reputation of educational excellence to the national stage. Keenly focused on establishing itself as “an institution of the first class,” PVAMU’s plan will accomplish the following:

PROJECT GOALS

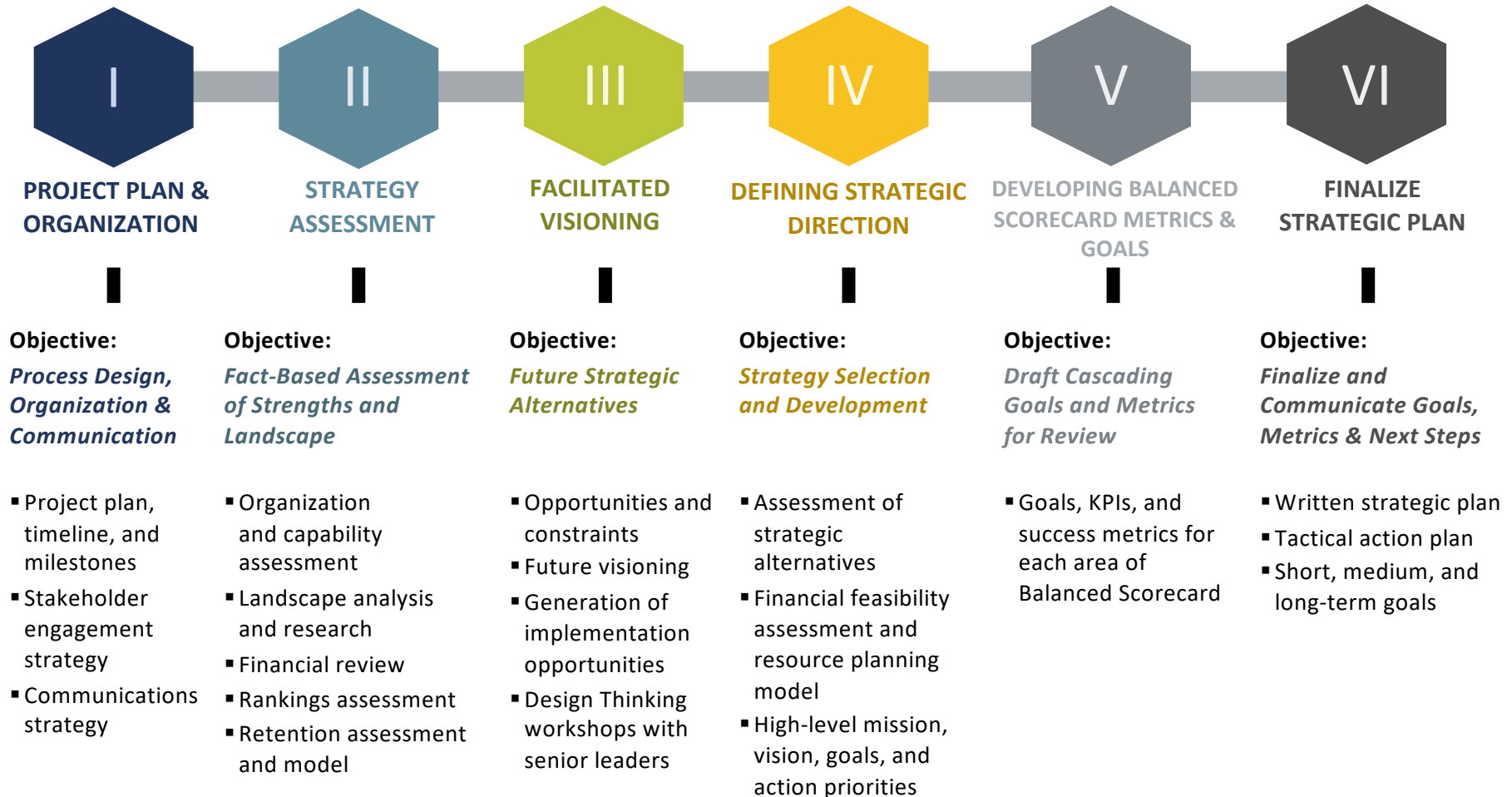


- Define what “first class” means in the specific PVAMU context. This will be accomplished by building on established institutional vision and establishing common language and understanding of the “North Star” that will guide the strategic direction of the university for the next decade.
- Developing clear strategic priorities that align with the established “North Star” and institutional vision. These priorities should translate the definitions of “first class” and “excellence” into actionable initiatives for the future.
- Identify the estimated resources that will be needed to execute on established strategic priorities and develop a structure to create accountability and monitor progress towards goals.

The following slide highlights the multi-step process that Kennedy & Company will utilize to develop the plan with PVAMU.

STRATEGIC PLANNING OVERVIEW

Kennedy & Company utilizes a highly collaborative, multi-step approach to strategic planning that combines the insight and institutional knowledge of those at PVAMU with our expertise in facilitation, stakeholder engagement, and translating strategy into actionable plans.



KEY POINTS OF ENGAGEMENT

The K&Co team will work with stakeholders from across the university throughout the strategic planning process to ensure that the community's voice is reflected in the priorities of the strategic plan. Those points of connection will occur in various formats during our work.



Kennedy & Company is working with PVAMU leadership to develop an engagement plan that best involves the various constituencies throughout the PVAMU community.

FACILITATED VISIONING

During Facilitated Visioning, Kennedy & Company will lead Design Thinking workshops via *Rapid Prototyping* methodology, engaging a large group of campus stakeholders—including faculty, staff, and senior leadership—in a three-step process to build a framework for the future state.

Definition of Problem

Kennedy & Company will begin the Design Thinking workshops with a definition of the problems as we understand them from Phases 1 & 2. This will ensure that all participants are actively engaged in the process from the beginning, understands the goals of the project, and feel empowered to drive change.

Evaluate Options

Using our knowledge of the and best practices of strategic planning, Kennedy & Company will provide PVAMU with a proposal of options to move forward. We will outline each option and discuss how various decision points might improve the College's areas of focus.

Ideate Future State

Using the options outlined above, we will help PVAMU identify what the ideal future state should look like. In the design thinking workshops, Kennedy & Company will outline the framework of roles and responsibilities, KPI's, and long-term strategy to inform Phase 4: Defining Strategic Direction.

In addition to soliciting valuable feedback about the current state and desired future state of the university, the Design Thinking workshops will provide a great deal of engagement to the PVAMU community to make all members feel comfortable in the Strategic Planning process and its ultimate recommendations.

PROJECT TIMELINE

Initial kick-off of this begins in late November and is anticipated to continue through the academic year. Our plan is to have Prairie View in a place to launch their present a strategic plan to the board in May 2024.

ANTICIPATED TIMELINE

	Dec	Jan	Feb	March	April	May
Project Plan & Organization						
Strategy Assessment						
Facilitated Visioning and Design Thinking				★	President's Inauguration	
Defining Strategic Direction						
Developing Balanced Scorecard Goals and Metrics						Spring Board Meeting
Finalization of the Strategic Plan						★

While the K&Co can adjust the above timeline to meet the university's needs, our ability to meet a May deadline will require tight coordination with PVAMU to quickly gather data and schedule discovery conversations.

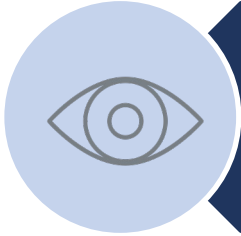
HOW WILL WE WORK TOGETHER?

We intend to co-create solutions with Prairie View utilizing data and resources available in house combined with Kennedy & Company's expertise and team. We seek to clarify ownership and responsibilities at the beginning of the project and work together throughout.

K&Co and PVAMU	<ul style="list-style-type: none">▪ How often would you like to check in or meet during the life of the project?▪ How would the project sponsors like to be involved in the insight and recommendations process?
Responsiveness for Progress	<ul style="list-style-type: none">▪ What should the turnaround time be for input and decisions assigned to the committee?▪ Approximately how many days in advance should materials be sent for review?
Roles and Responsibilities	<ul style="list-style-type: none">▪ What should be the responsibility of the project sponsors? Consultants?▪ Which activities should we establish clear ownership for?▪ Who are the Administrative Assistants (name and email address) we should contact to get time on a project leader's calendar?
Authority and Governance	<ul style="list-style-type: none">▪ Other than the team on this call, who needs to be consulted during the development of recommendations or to finalize recommendations?

ROLE OF THE WORKGROUP

The PVAMU Strategic Planning Workgroup will play a critical role throughout this process. The workgroup will serve as critical thought partners with the Kennedy & Company team and offer valuable feedback and insight from their varied functional areas.



Bring the perspectives of their varied functional areas to the process



Socialize project updates to their stakeholders



Give feedback and input on phase deliverables throughout the process

DISCOVERY INTERVIEW GROUPS & TOPICS

Kennedy & Company will begin their work by conducting discovery conversations with various stakeholders. Conversations will center on understanding where PVAMU is currently exhibiting strength and key areas of improvement to become an “institution of the first class.”

Discovery Stakeholder Groups

- Senior Leadership Team
- College Deans
- Faculty Senate leadership
- Department Chairs
- Staff Council leadership
- Student leadership
- *Others?*

Question Topics

- Areas of strength at PVAMU
- Opportunities for growth at PVAMU
- Historical barriers to progress in areas of opportunity
- Resource needs to support teaching & scholarship (academic, technology, financial, etc.)
- Strengths and barriers to student success and retention
- Models at peer or aspirant institutions of interest
- *Others?*

1. *Which conversations should be prioritized?*
2. *Which conversations are preferred be in a 1:1 format vs. in a group setting?*
3. *Which conversations are preferred to take place in-person vs. on Zoom? Are there schedule constraints we should be aware of in January for on-campus travel?*

CONTEXT SETTING

Before meeting with a broader group of Prairie View representatives, Kennedy & Company would like to be aware of any potential obstacles that may come up during the project.

- What additional context may be helpful before diving into the project?
- What challenges or barriers should we anticipate? How might we best navigate them?
- Are there additional insights and perspectives?

NEXT STEPS

- ✓ Fulfill data request
- ✓ Schedule discovery interviews
- ✓ Begin retention assessment

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