



# Strategic Assets

Emerging Themes

URPC Meeting 9/16/2016

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# What are strategic assets?

- Assets that are needed by an entity in order for it to maintain its ability to achieve future outcomes. Without such assets the future well being of the institution could be in jeopardy.

# Categories of Strategic Assets\* in Higher Education

- Institutional Brand
- Curriculum
- Facilities
- Personnel
- Students
- IT and Equipment
- Collections
- Consumables
- Contingency
- Reserves

\*Strategic Priorities pool of funding also a component of Strategic Budgeting

# URPC Charge

- Creating a strategic assets policy for HSU
  - Understanding what we currently think
  - Learning how strategic assets relate to the Strategic Plan
  - Creating a framework within which we can make strategic decisions

# Preliminary Interviews

- June 6<sup>th</sup> thru 21<sup>st</sup>
- Amber and Volga met with
  - Ken Ayoob and Noah Zerbe
  - Cyril Oberlander
  - Jena 'Borges
  - Steve Karp
  - Anna Kircher
  - Traci Ferdolage
  - Radha Webley
  - Robin Jones
  - Frank Whitlatch and Kristin Stegman-Gould



# Overarching Themes

- The need for a clear direction and institutional identity
- The need for shared vision, values, and priorities
- Strategic assets are interconnected
- Collaboration across categories will enhance value to the University



# Themes by Strategic Asset Category - Institutional Brand

- Intangible
- Expresses the success or failure in other categories.
- There are two schools of thought: Market the strengths, or diversify and attract to make it better. This contrast is most visible at the admissions process.
- The brand is manifested in “living spaces” and connections among students, faculty, and the totality of the HSU community.
- The heavy emphasis on the natural resources and environmental studies in our outreach materials is adding to the identity dilemmas that the university is facing.

# Themes by Strategic Asset Category - Curriculum

- Complexity can be a barrier to success. In HSU complexity of curriculum seen as a badge of quality, as well as a necessary component of academic department accreditation.
- Streamlining curriculum in turn may reduce the need for student support scaffolding (supplemental instruction, mentoring)
- The relationship with time is very important. Time for a student to earn a degree, time as it is meted out and concentrated in the class schedule, have large impacts on expenditures, space scarcity, and labor use.





# Themes by Strategic Asset Category - Facilities

- Infrastructure and topography are enablers and limiters.
- Enabling the service provider with contacts to true authorizers saves time and effort.
- Innovative use of space and technology can save time and money in service delivery.



# Themes by Strategic Asset Category - Personnel

- Reflect productive capacity of the University.
- Knowledge renewal is a key component, especially acute in information technology where the skill set advances and changes in the industry at a fast clip.

# Themes by Strategic Asset Category - Students

- Student category can be nebulous. There is a need to clearly define and narrow the scope of the student category. Students are also variables. Student time can be viewed as an asset.
- Strategically leveraging Financial Aid (scholarships, grants, etc.) can help shape the student body
- Student fee strategy drives demand (WUE fee strategy, fee rate increases, etc.)
- Investment in student assistants can benefit students and University – impacts retention, engagement, financial position
- Parents need to be engaged to be partners.



# Themes by Strategic Asset Category - IT & Equipment

- The need to align your investment with our vision.
- The need for a formalized plan for renewal.
- Decisions between purchasing vs. leasing, cloud vs. campus-based equipment - different approaches to accomplish goals in this category



# Themes by Strategic Asset Category - Collections

- Think Library less in terms of what it has but what it enables the students and the faculty to do collaboratively.
- Collaboration/Connections can be alternative new names for this category.
- Collections have renewal, maintenance, and reinvestment needs. Today, in the Library realm, that cycle is far more rapid.



# Themes by Strategic Asset Category

- **Consumables**
  - Centralization of services and administrative resources will need to have a trust foundation and a careful design. If done correctly such a centralization has the potential to save time and money.
- **Contingency**
  - Based budgeted item that allows the university to remain on a continuous path and absorb changes without having to completely alter direction mid-plan.
- **Reserves**
  - This asset category suffers from territoriality the most. Therefore it is crucial to get people on the same page on why this category should be developed at the University level, and localized reserves should also be seen as contributors to strategic vision and not just tactical devices.

# All Things Strategic

- Strategic Assets
- Strategic Plan
- Strategic Priorities
  - How do we use the strategic asset themes and observations to clarify strategic priorities and adjust to changing needs of the institution?

# Homework Assignment

- **For Our Next Meeting**
- Look at the strategic priorities in the Strategic Plan. How do these strategic asset categories relate to the priorities? What opportunities and pitfalls do you see when developing these strategic assets?