

## **Proposed Guiding Principles for Strategic Planning Steering Committee**

Prepared by the Vision, Mission, Values Work Group

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In the 11/7/23 meeting of the Vision, Mission, Values (VMV) Work Group, group members debriefed the full Steering Committee meeting on 11/1/23. In follow-up to both the VMV's first meeting on 10/26/23 and this debrief on 11/7/23, the group decided that a pivotal role we could play, before turning to our campus constituents for input regarding PSU's vision, mission, and values, is to positively influence the process of the Strategic Planning Steering Committee (and, thus, the outcome of the strategic planning process) through recommending a set of guiding principles for our work based in the institutional values identified in PSU's last strategic plan (i.e., *access, inclusion, and equity; curiosity, collaboration, stewardship, and sustainability; excellence and innovation that solves problems; and integrity and respect*).

These questions animated our first two meetings:

- How do we encourage the Steering Team (or any group) to move from saying they value something to actually acting/operating in ways that are guided by those values in a meaningful way?
- In other words, how do we inspire individuals/groups/institutions to act in alignment with their stated values, as expressed through guiding documents like strategic plans?

One way our work group might help answer these questions is through offering the following set of guiding principles, which follow from the bedrock priority of the strategic plan, for consideration by the full Steering Committee:

**Prioritize student access and success, quality learning experiences, and completion for thriving into the future.**

This requires the Steering Team to do the following:

- Build on the PSU foundation of an accessible, inclusive, and high-impact undergraduate liberal education and high-impact graduate training
- Remember that decisions should reflect that student wellbeing is essential to learning and that faculty and staff wellbeing is essential to student wellbeing

In following this priority as our north star, we propose these guiding principles to shape our process:

1. **Foster shared responsibility for a community-engaged, inclusive, and integrative strategic planning process** (aligns with the institutional values of *access, inclusion, and equity; curiosity, collaboration, stewardship, and sustainability; integrity and respect*)
  - a. Remember that the success of PSU is dependent on all of us working together, rather than the work of one single office or one single person
  - b. Take into account the historical and current contexts in which we are operating, including how these contexts shape engagement and responses to processes

- c. Empower all members to engage in difficult conversations and to identify when actions are not in alignment with values
2. **Operate from a shared understanding that the strategic planning process must be grounded in curiosity, a commitment to learning, and an individual and collective practice of critical reflection** (aligns with values of *curiosity, collaboration, stewardship, and sustainability; integrity and respect*)
  - a. Emphasize curiosity and humility, not just expertise
  - b. Collectively seek out and share information that questions our assumptions and challenges our pre-existing beliefs
  - c. Incorporate reflective practices into meetings and other processes
3. **Prioritize equitable and meaningful engagement of all constituents** (aligns with values of *access, inclusion, and equity; curiosity, collaboration, stewardship, and sustainability; integrity and respect*)
  - a. Adopt a posture of [cultural humility](#) in interpersonal and professional interactions
  - b. Make the process as transparent as possible, in as timely a way as possible
  - c. Ensure [equitable communication](#) within the system of relationships in which we are embedded, including faculty, students, staff, administrators and community partners
4. **Draw from both qualitative and quantitative data that is disaggregated whenever possible, recognizing that no individual experience can represent an entire group's or community's experience** (aligns with values of *excellence and innovation; access, inclusion, and equity; integrity and respect*)
  - a. Incorporate an array of data that is contextualized and supplemented with timely analysis
  - b. Be transparent about data sources and how data was collected/used, including data limitations
5. **Interrogate systems and structures that create and perpetuate power imbalances, oppression, and implicit bias** (aligns with values of *curiosity, collaboration, stewardship, and sustainability; access, inclusion, and equity; integrity and respect*)
  - a. Reflect on and be transparent about our individual positionality as we interact with each other, including how our positionality (and any resulting power imbalance) might impact our interactions and biases toward each other
  - b. Be proactive to ensure our individual positionality does not reproduce power imbalance and bias and be willing to acknowledge and learn from interactions that do reproduce power imbalance and/or bias

If the Steering Committee is in agreement with this bedrock priority and these principles, we encourage a further discussion in which we determine 1) how we will operationalize them; 2) how we will evaluate our successes and our challenges in following these principles; 3) how we will hold ourselves accountable to these principles; and 4) how we will communicate with our

campus constituencies about both the strategic planning process and its outcomes, including what we have learned along the way.