

Partnership Overview

Client

Acadia University
Board of Governors
Partnership since August of 2004

The Challenge

- Building trusting relationships and establishing good communications with its key constituents
- Increasing the momentum of improving the Board's effectiveness in terms of organizational structure and business process
- Developing a plan to ensure that each member of the Board has a meaningful involvement in the review of the University Mission Statement and strategic planning for the University

The Board needed assistance in evaluating their progress, adapting their vision, and increasing their momentum in accomplishing their goals.

The Vision >>

To accelerate the pace of the Board of Governors efforts to strengthen their effectiveness in reviewing the University's mission and leadership in the development of a renewed institutional strategic plan.

The Strategy >>

- Review previous strategic planning efforts and results
- Design and facilitate a two-day strategic planning retreat to help the Board continue their progress in building cohesion and improving its processes
- Engage members of the Board in discussions pertinent to furthering the strategic planning process
- Assist the Board in determining how it will be further involved in that process

The Results >>

The Board:

- Was able to provide useful guidance to University administration in revising the mission statement
- Defined its role in the strategic planning process
- Developed consensus about learning expectations and outcomes for Acadia students

Keeling & Associates Project Solution

- Retreat for Strategic Planning
- Assessment
- Facilitation
- Professional Development

Tangible Deliverables:

- Agenda and plan for Board retreat
- Facilitation of retreat
- Summaries of Board discussions on mission statement, strategic planning process and learning outcomes

Intangible Deliverables:

- Increased engagement of the Board with pressing university priorities and needs
- Greater collegiality between Board and university faculty

Client Feedback

Dr Keeling demonstrated a through knowledge and expertise in the subject areas of the Retreat: Mission Statement and Strategic Planning development. He clearly has a comprehensive grasp of higher education issues and experience in working with not-for-profit boards

Our Board is inexperienced in Mission Statement and Strategic Planning development. Dr Keeling therefore spent a lot of time raising the general level of awareness and understanding for this group. (He elicited responses to basic questions such as, "What does it mean to you for the board to have Involvement In strategic planning?") He also spent considerable time having Board members think about our current Mission Statement (not developed by our Board) and whether it could or should be revised.

Of the four strategic planning workshops that Dr Keeling had hoped to cover with the Board, only one was covered, "Outcomes of a University Education" – but this was covered in depth. I have the Impression that Dr. Keeling would rather cover one subject area well and to everyone's common understanding than cover four aspects in a cursory manner.

I was extremely impressed with Dr. Keeling's overall professionalism and with the level of expertise and experience he brought to the Retreat.

I received 31 responses to an evaluation form sent around at the end of the Retreat. Two of the questions dealt directly with the facilitator. These were: "How would you rate the facilitator's performance with respect to preparation and organization?" and the second, "How would you rate the facilitator's performance with respect to his overall effectiveness?" The responses for both of these questions were consistently either "excellent" or "very good."

I received clear information on what would be covered/delivered by K&A at this Retreat and my contacts with K&A both over the phone and via email were always handled in a professional, courteous manner and all questions and clarifications were answered promptly. The overall quality of service I received was exceptionally high

Irene Armstrong
Board and FOIPOP Administrator