#### STRATEGIC PLANNING TASK FORCE 2012-17

Meeting #21 January 20, 2012 Student Center, Room 310 8:30a.m. – 10:00a.m.

Members Present: C. Alexander, K. Bales, J. Bott, M. Goldsby, B. Hannon, R. Howard, E. Kelly, T. King, W. Knight, T. Lauer, K. Lee, K. McGeary, B. McNely, R. Morris, J. Obrycki, T. Proudfoot, C. Sullivan, L. Siktberg, T. Taylor, G. Vasquez de Velasco

Members absent: H. Akin, P. Gestwicki, M. Holtzman, J. Palilonis, P. Repp, F. Sabatine, J. Scheib

Provost Terry King convened the meeting at 8:30a.m.

The group discussed Draft 1.5 of the Strategic Plan (Attachment #1) Notes are below and in red on Attachment #1.

• Strategy is what we want the university to be like in five years – differentiated institution from other institutions in the state – quality and encouraging success in these areas.

#### Four thematic areas:

- 1. Distinctive high quality educational experiences
- 2. Become recognized leader for educational innovation
- 3. Invest in an increasingly vibrant and integrated university community
- 4. Help Indiana thrive through student engagement and faculty expertise
- Hidden meaning needs to come through the stated outcomes.
- Discussion on the website to get message points down for faculty/staff/students to view

Each table took a theme and went through the outcomes with two purposes in mind: 1) is the outcome appropriate, is it really an outcome or a performance indicator? 2) is it an outcome that can be described instead of an action item?

Theme #4: Help Indiana thrive through student engagement and faculty expertise

Outcome #1: Have a cohesive statewide engagement strategy

Outcome #2: Be a leading supplier of knowledge workers to Indiana. Be a source of solutions for

tomorrow's challenges.

Outcome #3: Be a leader in education reform in Indiana

Outcome #4: Have a cohesive commercialization process for intellectual property

Outcome #5: Provide strategic array of hybrid...

Theme #3: Invest in an increasingly vibrant and integrated university community

Outcome #1: A Ball State education experience that is cogent
Outcome #2: A community/environment/cooperative environment

Theme #2: Become recognized leader for educational innovation

Outcome #1: Adapt policies and procedures that focus on increasing student success

Outcome #2: Create innovative online and blended programs led by research and scholarship

Theme #1: Distinctive high quality educational experiences

Bullet point #4 seems to belong more under the umbrella of theme #2

Bullet point #5 seems to be a stronger outcome (We're all about student success)

Needs to be more action oriented: Example #1 – Enroll well-prepared students...

Bullet point #2 Take out "athletes" and add to first bullet point – all pertaining to academic success

A lot of what is here is support...further down on the list, continue to expand, continue to increase. Largely elements of support that builds on the element of distinctiveness.

Tensions in theme #1 – need good balance in saying how we're measuring high quality. More than just numbers...

We must have something to articulate prior to going live on the web.

Melanie Turner Recording Secretary Ball State University
Education Redefined Strategic Plan
2012-2017
DRAFT 1.5

### Vision

We seek to become recognized for being relentlessly focused on learning outcomes, embracing and solving today's greatest educational challenges, providing bright and curious students a holistic learning experience that occurs in and out of the classroom, and bringing fresh and pragmatic thinking to the problems facing communities, businesses, and governments in Indiana and beyond.

# Draft identity statement 3.1

As a university, we are committed to the traditional values of the academy: freedom of inquiry, imparting knowledge, and advancing the frontiers of knowledge, all for the purpose of bettering society and individuals. As a creatively pragmatic institution, we seek to articulate our distinctive place in the world while holding these values dear.

At Ball State, we focus on students and high quality, relevant educational outcomes. Disciplinary knowledge is integrated with application. We do this in a manner that fundamentally changes students, researchers, and those who look to the university for guidance. Students learn how to turn information into knowledge, knowledge into judgment, and judgment into action that addresses complex problems.

External forces will continue to shape the role of higher education. We seek to lead rather than follow, with the following aspirations as our guide:

### Challenge:

- the current educational paradigm
- students' assumptions and comfort zones
- disciplinary boundaries
- the constraints of limited resources

#### Advance:

- critical thinking and creative problem-solving
- interdisciplinary knowledge
- scholarship and creative activity
- coherent, integrated student experiences
- innovative built spaces and campus infrastructure

#### **Embrace:**

- accountability
- adaptability and agility
- engagement with the broader community
- diversity and inclusion
- meaningful student-faculty exchanges

# **Strategy**

Ball State University will continue its efforts to differentiate itself from other public universities by enhancing the quality of the academic experiences offered to all students, by attracting students of even higher quality, by encouraging increasing success of the faculty and academic programs, by enhancing a vibrant university community, and by providing a distinctive impact on the economic well-being of the state of Indiana.

## **Themes**

Ball State will accomplish its strategy by focusing on four key themes.

### 1. Provide distinctive, high quality educational experiences

Ball State will provide a distinctive educational experience, from undergraduate to graduate, traditional to online, where theory and knowledge are tested through practical application. Immersive learning opportunities bring talented and focused students together with progressive faculty to create unique, high impact learning experiences.

#### **Outcomes**

- Continue to raise the academic profile of the student body.
- Support the successes of student-athletes in the classroom and on the field.
- Sharpen the focus of our academic offerings.
  - o Create a dynamic and forward-facing university academic plan.
  - Develop clusters of programmatic strength through coordinated faculty recruiting, development, and supporting resources.
- Continue to emphasize faculty and student scholarship through extramural funding and strong graduate programs.
- Evidence student success through specific outcome measures and metrics through:
  - High retention rates.
  - Strong graduation rates.
  - o Awards of national scholarships, fellowships, and success in national competitions.
  - High employment placement rates.
  - High graduate and professional school placement rates.
- Successfully implement a cohesive, holistic core curriculum at the undergraduate level.
- Continue to expand the involvement of undergraduate students in faculty scholarship.
- Continue to increase the diversity of the student body. .-No
  - Be a university that attracts diverse students, faculty, and staff.
- Continue to expand the breadth and depth of immersive learning experiences. —No
  - Offer immersive learning experiences across the curriculum.

### 2. Become a recognized leader for educational innovation

Ball State will become a recognized leader in innovative pedagogy and curricula, successfully synthesizing teaching, scholarship, and research.

#### **Outcomes**

- Increase the number and range of academic programs and faculty that are nationally ranked and recognized for:
  - o Innovative pedagogy and curricula.
  - Synthesis of teaching, scholarship, and research.
  - o Leveraging built environments, technology, and media.
- Be recognized for scholarship of teaching and learning.
- Adapt policies and procedures that focus on increasing student success.
- Create innovative online and blended programs led by research and scholarship.

## 3. Invest in an increasingly vibrant and integrated university community

Students will benefit from a collegiate experience that is a holistic learning opportunity, facilitated by faculty and staff in a high-quality work environment. Professors and students remain at the center of teaching and learning while facilities and technology as well as cocurricular activities (speakers, arts, outreach, civic engagement, fitness activities, and entertainment social offerings), student organizations, and learning communities are integrated into student learning goals.

#### **Outcomes**

• Provide a Ball State educational experience that is cogent, consistent, and integrated. Implement it through clear roles, responsibilities, and rewards.

A Ball State educational experience that is cogent, consistent, and integrated (within the community?).

- Work with the community to grow and accelerate a college-town culture where high educational
  aspirations and attainment become a cultural norm. The plan will increase integration and
  synergy of goals and initiatives between campus and community.
  - Identify physical master-plan opportunities to create open and inviting physical and transportation corridors between campus and community.
  - Increase collaboration and dialogue among stakeholder groups, both internal and external to the community.

An environment where the university and community seamlessly work together to achieve common aspirations and goals.

(Randy wonders about the first open bullet under number two in the draft; should transportation infrastructure be a part of this? Should we invest in that, if it becomes part of the plan? This is more of a metric than an outcome.) Suggestion:

• A place where the community adds vibrancy to the campus, and the campus adds vibrancy to the community. (This replaces the two open bullets, in effect).

- Continue to position the university as a steward of the environment by building on the university's expertise and success in sustainability.
- A university that is (nationally/internationally) recognized as a leader in sustainability issues—in both research and academe, and in actual practice. (Both theory and practice).
- Develop a transparent, participatory annual strategic plan review process
  - Have departments and units develop clearly defined measures of success
- Ensure a high-quality work-life environment that encourages faculty, staff, and student achievement, aligned with strategic plan priorities, and positions the university to attract and retain talent on a national scale.
  - Increase informal and social interaction among faculty and staff in an effort to increase interdisciplinary collaboration and creativity. (This is more of a metric or action plan)
  - A transparent university that values feedback and review from all constituents/stakeholders.
     (Kay suggests that this might be a sub-bullet of the quality work-life environment).

(Kay suggests that there are items that need to be added to this theme, particularly around outcomes related to students. For example, Kay believes there should be something in here about living/learning communities because that program impacts about 7,000 students each year. She notes that we'll be working on our housing program for the next 7–10 years, with, as Randy adds, big decisions in the next 5.)

### **New Outcome:**

• A university that provides a high quality student life experience. (This is crafted by Randy and Kay).

(Bob asks whether we should think about the order of these bullets. I add that we should, and the we should start with whomever our most important audience is. Randy argues that his primary audience is students and parents. This leads us to consider moving the most recent theme up to the top, as everything flows from that.)

# 4. Help Indiana thrive through student engagement and faculty expertise

Ball State will continue to emphasize teaching, learning, and research that synthesize disciplinary knowledge with application to today's most complex challenges. Students will learn to turn knowledge into judgment and judgment into action in situations that benefit the vitality of business, community, and government partners.

#### **Outcomes**

- Redesign our statewide engagement efforts. (Not an outcome).
  - Have a cohesive statewide engagement strategy
- Intensify external engagement to support graduate placement and anticipate evolving societal needs.

- o Be a leading supplier of knowledge workers to Indiana.
- Be a source of solutions for tomorrow's challenges.
- Take a leadership role in education reform in Indiana.
  - Be a leader in the advancement of education reform in Indiana

Enhance commercialization efforts by identifying new opportunities and strategies.

- Have a cohesive commercialization process for intellectual property.
- Develop Provide a strategic array of in-person, online, and hybrid educational offerings that meet the increasingly diverse learning needs of the state of Indiana.
  - Provide a strategic array of in-person, online, and hybrid educational offerings that meet the increasingly diverse learning needs of the state of Indiana.

### **Roll Forward Performance Measures Matrix**

	Theme I	Theme II	Theme III	Theme IV
10	Υ		Υ	
11	Υ		Υ	
41			Υ	
35				
18		Υ		
16	MAYBE	MAYBE	Υ	
25		Υ		
1	Υ			
2	Υ			
6	Υ			
3	Υ			
31		Υ	Υ	
5	Υ			
102		Υ		