

STRATEGIC PLANNING TASK FORCE 2012-17  
Meeting #16 November 10, 2011  
Alumni Center, Meeting Room #1  
8-9:30 a.m.

Members Present: C. Alexander, J. Bott, P. Gestwicki, M. Goldsby, M. Holtzman, R. Howard, E. Kelly, T. King, T. Lauer, K. Lee, K. McGeary, R. Morris, J. Palilonis, T. Proudfoot, P. Repp, C. Rhine, F. Sabatine, J. Scheib, T. Taylor

Members absent: H. Akin, K. Bales, B. Hannon, W. Knight, B. McNely, J. Obrycki, C. Sullivan, L. Siktberg, G. Vasquez de Velasco

Provost Terry King convened the meeting at 8:00 a.m.

**No meeting on Nov. 17. Half-day work session set for Nov. 18.**

The Task Force reviewed and discussed each group's interpretation of the following Strategic Themes:

**Group #1 (Lauer):**

**Strategic themes** represent particular areas of emphasis that drive an institution in pursuit of its vision, usually supported by one or more specific goals (or outcomes). Effective strategic planning identifies a limited number of themes (e.g., six or fewer) (from Definitions Supporting Planning .docx file sent by the Provost on 11-4-11).

**Themes as presented at the October 27, 2011 meeting:**

- Higher Quality Students
- High Impact Learning Experience
- High Quality Academic Programs and faculty
- Vibrant Campus
- **NEW THEMES:**
- Economic Development
- Future Viability (state funding)

**Comments regarding existing and new themes:**

- **Academic Excellence** ---Ball State to differentiate itself by achieving an 80% 4-year graduation rate by 2017, and I think it can be accomplished.

**Existing themes worth retaining**

- **Higher Quality Programs** - in my mind this one would include students, programs, faculty, etc.; in other words are we past the point of just increasing selectivity across the board to increase the reputation of the University (which was I think the right thing to do in the last plan). Perhaps along the line of what Guillermo was thinking when he said how do we determine what quality is – and maybe it is different by department (should we be even more selective in some of our hallmark programs)?

High quality students - extension would be to mention graduate students and seeking to further elevate our standards (across the board)

- **Vibrant Campus** – I think much has been done in the area of facilities, but I think the notion in our group that this needs to be more than just the buildings/grounds is a good sentiment. Although the original theme included all these types of elements those that aren't quite as connected immediately assume it is the physical nature of the campus. So do we need to rename this theme? Maybe "**Creating Community**"

Vibrant Campus theme -- should address the concerns of and unhappiness of the faculty, students and staff.

In reviewing our summary from last week I'm thinking one of our themes absolutely needs to be centered the faculty/staff morale issues (there is obviously much in the data summary centered on this theme). While I haven't come up w/a positive 'catchy' phrase to capture these issues, here are some suggestions from other institutions (I did a little Google searching over the weekend): "Nurturing Human Resources" (Univ. of Wisconsin once used this phrase as one of their themes) "Community Success" ("Carnegie Mellon's learning and working environment promotes individual and community success, challenging and enabling all community members—faculty, students, alumni, and staff—to maximize their potential in an increasingly complex and interdependent world.")

"Diversity & Community" - Rutgers

"Creating Community" - Emory University

Oregon State has the following initiative: "Provide a campus environment in which health, wellness, equity, and inclusiveness are fostered and all community members can grow and do their best."

Perhaps "vibrant campus and community" could adequately incorporate this topic?

Engaged faculty, staff and administrators; place where employees want to come to work (culture, morale, appreciation for employees) and are supported in their efforts

The theme not captured is the one of faculty and student engagement/satisfaction/morale.

The vibrant campus theme does seem to capture the thought of buildings and environment and perhaps should be rewritten.

- **Immersive Learning**

## New Themes

- **Impact Indiana** – I understand the long-standing tradition of helping "communities" and I also understand the fact that somehow those words don't translate well for some stakeholders. If we are concerned with using Economic Development, maybe we need to be even more generic.

Community (broadly defined) engagement - community, region, state.

- **Distinctive Undergraduate Experience** - I'm not sure how to define this one (and some will say we already debated this), but I think we need one that talks about our undergraduate focus (which doesn't mean we also can't have selective high quality graduate programs and quality research) or maybe we don't use the word focus and instead it is about the distinctive undergraduate experience (amazing access to and interaction with high-quality faculty versus GAs, access to equipment and programs, use of emerging technologies etc.).

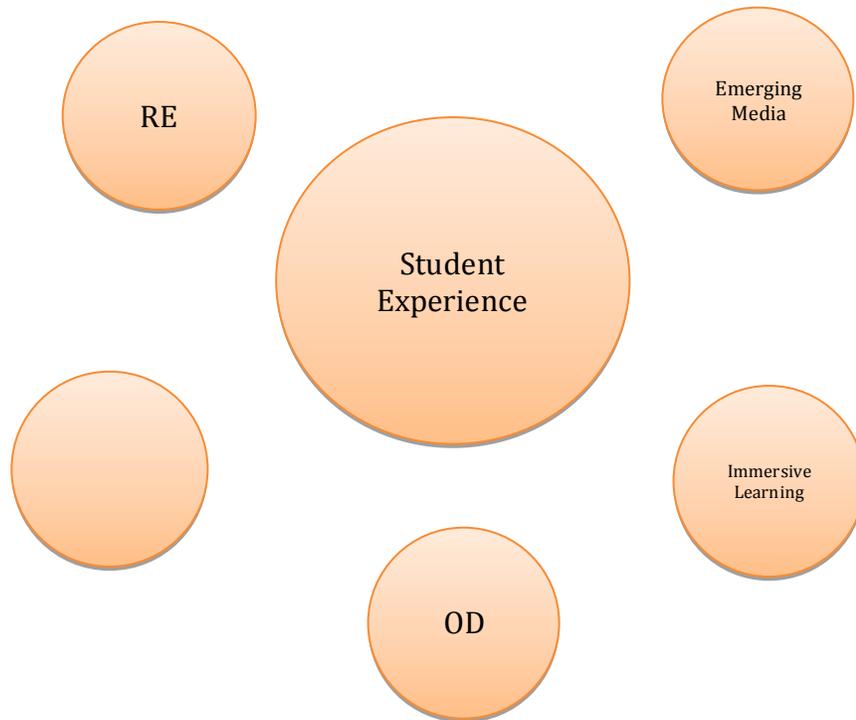
- **Not named:** I think we need one that addresses the “discordance” and in my mind it isn’t just one group of stakeholders. I can’t think of a short title yet – but looking at some other strategic plans it is about building a sense of ownership among all stakeholders (and that could be internal and external). I will keep thinking about this one, but wanted to get something to you by 5:00.
- **Economic development** is not a theme but rather a target (outcome).

Economic development might not need to be a theme, but instead objectives throughout several themes.

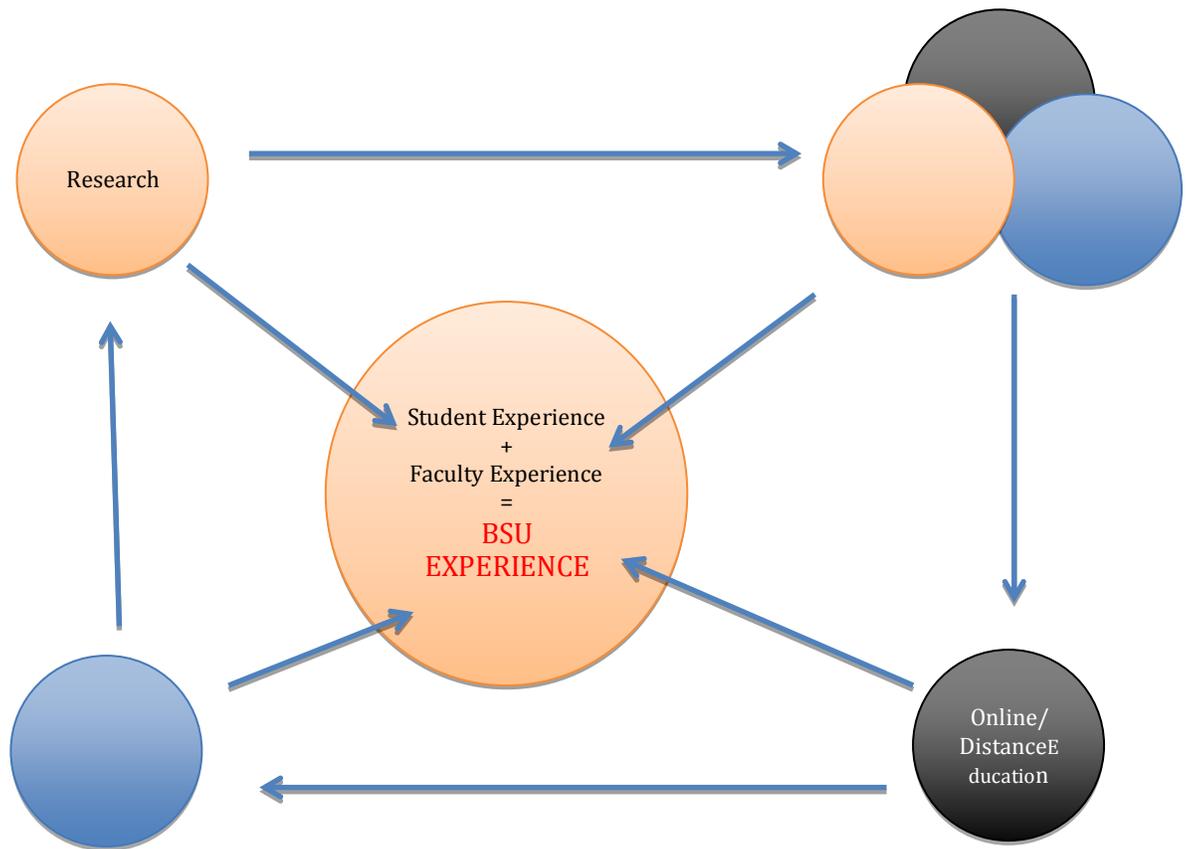
**Discussion after presentation #1:**

- Tendency to be so inclusive about everything that the themes get too broad because we don’t want to leave anything out.
- Distinctive Undergraduate Experience?
  - Maybe just a subset of Immersive Learning
  - Makes us distinctive
  - Could it be moved under High Quality Programs (might be too broad)
  - Distinctive undergraduate programs allow us to be specific in ways we make that experience. There are many programs on campus
- Has there ever been a review of all programs?
  - Programs can mean departments and majors or it could mean immersive learning

**Group #2 – SWOT-A (Proudfoot):**



“Future State?”



Discussion after presentation #2:

- Is there a theme that cuts across all these themes?
- Lots of “buckets.” If task force chose five people in group, would more than likely have five different answers as to what cuts across all of the themes
- Theme that came across group was “student experience is the mission of the university”
- The strategy is how to link all of these “buckets”

## Group #3 (Holtzman):

When we consider the data as a whole (questions 1-4 and the SWOT-A), I have started to think about things in the following way. What I have isn't much different from the Paul's or Terry's themes, but I think I have categorized things slightly differently in that I'm thinking in terms of themes and then their associated outcomes too.

### STRATEGY -- Differentiation

- 1) **LEADERSHIP IN HIGHER EDUCATION** -- continued focus on the trajectory of change for BSU since the last strategic plan (captures 1st 3 themes from Provost: High Quality Students, High Impact Ed, High Quality Academic Programs/Faculty)
  - A) **Research Development** (from our original theme to this effect -- encompasses research support, sponsored programs, increasing research focus of BSU, etc.)
    - i) Target 1 . . . (would be developed from specific data points)
    - ii) Target 2 . . .
  - B) **Educational Development** (from our original theme to this effect -- encompasses immersive learning, online ed, admission standards, BSU's teaching history/focus, etc.)
    - i) Target 1 . . .
    - ii) Target 2 . . .
  - C) **Reputation** (from our original theme to this effect)
    - i) Target 1 . . .
    - ii) Target 2 . . .
- 2) **INFRASTRUCTURE** -- focus on BSU's physical, technological, sustainable advancement (captures, in part, Provost's theme: Infrastructure/Vibrant University Life)
  - A) **Physical Space** (from our original theme "Infrastructure")
    - i) Target 1 . . .
    - ii) Target 2 . . .
  - B) **Technology** (from our original theme "Infrastructure")
    - i) Target 1 . . .
    - ii) Target 2 . . .
  - C) **Sustainability/Green Efforts** (from our original theme to this effect)
    - i) Target 1 . . .
    - ii) Target 2 . . .
- 3) **STEWARDSHIP** -- focus on the needs of individuals on campus (faculty, staff, student, admin) (these items would have likely been captured in the Provost's original theme: High Quality Academic Programs/Faculty. I think they should be parceled out though -- personnel and academic programs deserve their own attention)
  - A) **Faculty/Staff Support** (from our original theme to this effect)
    - i) Target 1 . . .
    - ii) Target 2 . . .
  - B) **Morale** (from our original theme "Issues with Administration")
    - i) Target 1 . . .
    - ii) Target 2 . . .
  - C) **Students** (from our original theme "Student Opportunities and Concerns")
    - i) Target 1 . . .
    - ii) Target 2 . . .

4) **ENGAGEMENT WITH COMMUNITY/STATE** -- focus on connection between BSU and Muncie or the state of Indiana (in sync with Provost's theme to this effect)

A) **Community Outreach** (from our original theme "BSU's State and Community Relationships" -- encompasses quality of life issues)

i) Target 1 . . .

ii) Target 2 . . .

B) **Economic Development** (from our original theme "BSU's State and Community Relationships" -- encompasses economic development within community/state)

i) Target 1 . . .

ii) Target 2 . . .

C) **Legislative Positioning** (from our original theme "BSU's State and Community Relationships")

i) Target 1 . . .

ii) Target 2 . . .

Discussion after presentation #3 and homework assignment:

1. Each group write a page about "What is the future state of the Institution?"
2. Include methodology by which each group gets that that description.
  - Example: define five "buckets" and then a set of themes from that

Next meeting:           Friday, November 18, 2011  
                              8:00am – 12:00noon  
                              Alumni Center, Assembly Hall B

The adjourned at 9:30 a.m.