

STRATEGIC PLANNING TASK FORCE 2012-17
Meeting #22 February 3, 2012
Student Center, Room 310
8:30a.m. – 10:00a.m.

Members Present: H. Akin, C. Alexander, K. Bales, J. Bott, R. Howard, E. Kelly, T. King, T. Lauer, K. Lee, K. McGeary, B. McNely, R. Morris, T. Proudfoot, P. Repp, F. Sabatine, J. Scheib, L. Siktberg, T. Taylor, G. Vasquez de Velasco

Members absent: P. Gestwicki, M. Goldsby, B. Hannon, M. Holtzman, W. Knight, J. Obrycki, J. Palilonis, C. Sullivan

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

The group discussed and confirmed Draft 1.8 of the Strategic Plan, discussed preparations for the upcoming administrative retreat (February 13-14), discussed next steps

Draft 1.8 of the Strategic Plan (Attachment #1) Notes are below and in red on Attachment #1.

1. Implementation at Retreat

- The retreat on February 13-14 is the formal presentation to the larger university leadership group. It is our opportunity to educate them on what we've done.
- Talk briefly about the current Strategic Plan, then move on and review the draft. Spend most of the time on performance indicators and targets and implementation planning.
- The President gives an update on the current Strategic Plan. Intention is to demonstrate two things.
- Start presenting new plan at 10:30a.m.

HOMEWORK FOR RETREAT: All functional areas to come with performance indicators from their areas. Intent in this session is to go theme-by-theme and really create performance indicators with targets. Specific performance indicators – Each area is saying, “Here are what we came up with and where they will fit...” Bring copies or at least send out ahead of time.

2. How are we going to take this public?

SYNCHRONOUS

- 2/15: Academic leadership group meeting (Deans, Associate Deans, department chairs) presenting with the President.
- Late March: Presentation to Trustees about where we are in the process
- 2/4-12: Go back to Stakeholder groups, requesting feedback from them.
- March or April: Senate presentation

- SGA and Cardinal Leadership Roundtable

ASYNCHRONOUS

- Have online, as well as e-mail

Other Items:

- Need to ensure chairs must communicate the process. Suggest introducing it to them verbally, then posting on web in pdf file. Multiple channels on how it gets out.
- All minutes and agenda materials post on web
- Some of you may be called upon regarding the presentation at the retreat.

Meeting adjourned at 9:35 a.m.

Melanie Turner
Recording Secretary

BALL STATE UNIVERSITY

Education Redefined Strategic Plan

2012-2017

DRAFT 1.8

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.

Mission

As a public research university, 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 our external partners, who look to the university for guidance. We transform information into knowledge, knowledge into judgment, and judgment into action that addresses complex problems.

Values

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.

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:

We challenge:

- the current educational paradigm
- students to question assumptions and extend boundaries
- disciplinary constraints
- ourselves to be strategic with limited resources

We advance:

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

We embrace:

- accountability, adaptability and agility
- engagement with communities across Indiana
- diversity and inclusion
- a high-quality working and learning environment

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 supporting strong 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 engaged faculty to create unique, high impact learning experiences.

2. Become a recognized leader for educational and disciplinary innovation

Ball State will become a recognized leader in innovative pedagogy and curricula, successfully synthesizing learning and scholarship. Our leadership will be evidenced through national rankings and recognitions.

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, fitness, and entertainment offerings) are integrated into student learning goals.

(Comment: Some of what you're noticing, seemed disjointed and seemed like implementation issues...the focus is totally on the students and one of the things people were pleased with the (all of these other people will benefit, not just the students). This acknowledges the well-being of staff, but we must not forget that we are student-centered. Thinks it's going to depend what we're going to do with that statement later on.)

4. Help Indiana thrive through student engagement and faculty expertise

Ball State will continue to emphasize learning and scholarship that synthesize disciplinary knowledge with application to today's most complex challenges. Students and faculty will turn knowledge into judgment and judgment into action through projects and programs that benefit business, community, and government partners across the state.

Outcomes

(Comment: part of the intent is to identify performance indicators with targets – specific things that we will work on (one or two)).

Point about contrast with last strategic plan – last time we focused on development targets (IT, in support of the ideas we wanted to get across). This time, recommending this time those be separate. Advancement and IT would have their own in support of this plan. One carried forward (target) increasing the endowment by \$100M. Best kept in an advancement plan for follow-up. Akin and Repp agree. Should be in response to plan. Separate Marketing and Communications plan, etc.

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 engaged faculty to create unique, high impact learning experiences.

Outcomes

- Continue to strengthen the academic profile of the student body.
- Focus clearly on student success.
- Be strategic in our graduate and undergraduate offerings.
- Foster student-faculty collaboration at the graduate and undergraduate level.
- Use external funding in support of distinctive and innovative educational experiences throughout the university.
- Successfully implement a cohesive, holistic core curriculum at the undergraduate level.
- Be a university that attracts a diverse student body, faculty, and staff.
- Place immersive learning at the center of a Ball State education.

2. Become a recognized leader for educational and disciplinary innovation

Ball State will become a recognized leader in innovative pedagogy and curricula, successfully synthesizing learning and scholarship. Our leadership will be evidenced through national rankings and recognitions.

Outcomes

- Increase the number and range of academic programs and faculty members that are nationally ranked and/or recognized. Place particular emphasis on innovating pedagogy and curricula, synthesizing learning with scholarship, and leveraging built environments, technology, and media.
- Be recognized for scholarship of teaching and learning.
- Adapt policies and procedures to remove impediments to student success.
- Create innovative online and blended programs informed 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, fitness, and entertainment offerings) are integrated into student learning goals.

Outcomes

- The Ball State educational and student life experience is distinctive, consistent, and integrated.
- An environment where the university and community seamlessly work together to achieve common aspirations and goals.
- Continue to position the university as a steward of the environment by building on the university's expertise and success in sustainability.
- A high-quality work-life environment that encourages faculty, staff, and student achievement and positions the university to attract and retain talent on a national scale.

4. Help Indiana thrive through student engagement and faculty expertise

Ball State will continue to emphasize learning and scholarship that synthesize disciplinary knowledge with application to today's most complex challenges. Students and faculty will turn knowledge into judgment and judgment into action through projects and programs that benefit business, community, and government partners across the state.

Outcomes

- Statewide engagement efforts are cohesive, well-coordinated, and broadly recognized.
- Connect academic programs with employers in the state to create more synergy between educational offerings and the needs of a knowledge-based economy.
- Leverage university expertise to increase the competitiveness of Indiana's communities and businesses.
- Be a leader in the advancement of education reform in Indiana.
- Enhance commercialization with new opportunities and strategies.
- Provide a strategic array of in-person, online, and hybrid educational offerings that meet the increasingly diverse needs of the state of Indiana.

(Comment: A strong plan has an implementation plan – won't be a task force, but more like a standing committee doing the things outlined here. This is where the initiatives are imbedded and resourced.

Implementation Approach

The strategic plan was developed through extensive input from key constituencies, both inside and outside the university, and much iteration with the Strategic Planning Task Force. The plan articulates themes, outcomes, performance indicators, and targets. The performance indicators and targets were developed collaboratively, with input from those within the university with both the responsibility and capacity for implementation.

A strategic plan can be only as good as its implementation. Our implementation approach will:

- Create a dynamic implementation plan that clearly defines roles, responsibilities, and rewards.
- Provide a transparent, participatory annual review process that enables adjustments of performance indicators and targets.
- Empower implementation at the appropriate unit level and establish accountability.
- Provide mechanisms for periodic communication and feedback.

Glossary (alphabetical order?)

Mission: The mission is the university's statement of purpose.

Vision: A vision is a description of the future state of the institution. It should be clear, concise and easily tied to the mission.

Strategic Plan: A strategic plan identifies the manner in which the university achieves its desired future. The strategic plan evolves from a complex but organized process involving stakeholders (e.g, students, faculty, staff, alumni, community members, etc.) taking into account the institution's environment (fiscal, political, demographic, etc.) and aspirations.

Strategy: A strategy is the specific approach to achieving the vision. It should be focused and easily communicated.

Theme: A theme is an area of emphasis or a major element of the strategy. There are a limited number of themes (3 to 6) for a strategy.

Outcome: An outcome indicates a general desired result or a process intrinsic to achieving a desired result in support of a thematic element of the strategy. An outcome should be specific enough such that progress toward that outcome can be measured. There may be a number of desired outcomes for each theme.

Performance Indicator: A performance indicator is a measurable parameter that relates to a specific outcome.

Target: A target is the numerical goal associated with a specific performance indicator.

Implementation Plan: An implementation plan enables the achievement of the strategic plan. It identifies resource needs and sources, defines roles and responsibilities, provides ongoing review, and provides periodic feedback to the university community.