THE NAPA GROUP

Arkansas State University
Strategic Planning Project
Steering Committee Meeting
May 29, 2019

Agenda, 10:00 am – 2:00 pm

Pre-Reading
- *Steering Committee Summary Notes, March 6, 2019*
- *Focus Group Notes, May 23, 2019*
- *Sample Visions and Missions*

Meeting Outcomes
1. Vision and Mission statements
2. Draft Strategic Framework, v1
3. Task Force Assignments and Schedule
4. Next phase of Stakeholder Engagement confirmed

Agenda

10:00   Welcome, Updates, Meeting Overview and Outcomes

10:15   Vision and Mission – (SC selects a vision and affirms or revises existing ASU mission – exercise to be explained at the meeting.)

Vision for ASU 2030
(At its first meeting, the Steering Committee developed 4 draft visions.)

1. Agile, sustainable place focused on relevant education
2. A comprehensive university supporting the traditional and online modality education
3. We will be a nimble institution with a core mission to meet the needs of a diverse, global society
4. Educational and economic driver for the state and region that attracts/retains people

ASU Mission Statement (current)

"Arkansas State University educates leaders, enhances intellectual growth and enriches lives."

Assignment: Discussion and converge into one Vision and Mission [exercise instructions to be given onsite]

11:00   Draft Strategic Framework
Assignment: One work group is assigned to each goal, with a facilitator and scribe. Each work group reviews one draft goal and its proposed objectives developed from the first SC meeting and the focus group input and develops a revised strategic goal and 3-5 objectives.

(Working lunch)

12:30   Report outs and finalization of draft Strategic Framework, v1

1:15   Next Steps (June-August)
- Project Plan review
- Task Forces and assignments
- Stakeholder engagement and assignments
- Communications and messaging

2:00   Adjourn

Arkansas State University Flipchart Notes (Transcript)
Steering Committee, May 29, 2019

Flipchart Notes

Goal 1: Create a comprehensive enrollment management strategy that optimizes recruitment of students in Arkansas and beyond and providing them a successful plan to completion. Market = regional, national and international

Objectives:

1. Holistic admission process
2. Reshape FYE
3. Ensure enrolled students have appropriate programs and services in an inclusive, engaging, supportive and consistent student life experience
    a. Diverse populations
    b. Transfer
    c. International
    d. Online
    e. First generation students
4. Centralized advising model
5. Create a sense of community

[Old Goal 5 – revised to be included in Goal #1] Create and sustain an agile infrastructure that promotes a diverse, inclusive and globally engaged campus.

Objectives:

1. Abroad/domestic exposure cultural experiences
2. Community based residential experience
3. Create a support system that leads students to degree completion
4. Invest in student success

Goal 2 – Academic Process [goal statement remains the same as first draft]

1. Determine "signature" programs
    a. Distinct and differentiated
2. Invest in these programs
3. Trust in courses/programs that are not traditional
    a. Form partnerships outside of silo, ex: political science and economics
4. Transform "borderline" programs with marketable skills (embedded certificates) – must market these! (Sunset programs maybe improvable)
5. Enhance gen ed relevancy, responsiveness, re-imagined, re-packaged
6. Review course titles and course descriptions—make them "appealing" and "descriptive"
7. Increase "real world" experiences include business, industry and government partnerships and internships
8. Focus on areas of strength:
    a. Computer science
    b. Engineering
    c. NHP
    d. Public administration
    e. Sales
    f. Agriculture
    g. Manufacturing
    h. AI and data analytics (now have 5 faculty in this area!)
9. Target funding to #8

Goal 3 (Econ./cultural Impact) Strengthen the university's role in the community

Convey the impact:

1. Economic $
2. Quality of life—education experts; cont ed; entertainment; youth programs
3. Collaborating on workforce development
4. Partnerships
5. Authentic/sincere realistic message

<u>Actions:</u>

1) Designate PoA (Person of Accountability/quarterback)
2) Increase workforce placement and partnerships
3) Create value to community
4) Faculty, staff and students as ambassadors for culture impact
5) Internal spirit/culture (separate goal?)

6) Cultural hub

Goal 4 (Research) – goal statement remains the same (Invest…)

1. Align around and build out our most relevant research strength—natural and existing strength. Relevance to industry and business that will engage students
   a. Establish and expand center for high impact
   b. Expand grad programs through use of umbrella programs
2. Build and equip adequate facilities
   a. Engineering building (Comp Sci/AI)
   b. Biology science/ag
3. Research innovation focus areas
   a. Analytics and AI
   b. Material science/manufacturing
   c. Ag/biotech/environmental
   d. Rural communities institute

[New Goal 5] "Every Red (inclusive) Wolf Counts" (to be renamed)

- All working toward same end
- Who are we/where are we going?
- Internal/external brand
- Authentic
- Buy-in
- A member of the pack – "we"
- We believe in our people – accountability for leaders
- Invest/$
- Climate survey?

Vision Discussion

- E3 (2010)
- Focus on 2nd
- HLC
- "Brand promise"--> what promising to customer
- Delta – negative
- Set the tone—be bold
- 44% of grads online

- 1/3 students online
- Missing—diverse, global (10% students*)
- Innovation, creativity, excellence, service
- Competition—gain share/market
- Leadership
- New --> diverse, dynamic, meaningful experiences; inspire leaders to grow intellect and personally
- Transforming lives—academically and personally
- Did we lose "transform" when we became focused on "elite" --> tough selling [vs. transact.]
- Need to tell and sell stories
- Vs. Harv.

Outstanding issues for consideration:

- General ed* [Robot Proof—are we providing foundational scholarship in all areas—No?]
- FYE is a differentiator
- Hires whose boldness comes through
- Huge impact on that one change—fixing general ed
- Econ impact—need vision for fac start ups
- Bubble up from lab/entrepreneurships
- 1-person office
- (Collaboration w/industry)
- How encourage and incentivize ACA partnerships, motivate people
- Faculty time (Goal 1) e.g., patents
  - Invest in resources
  - Sunset programs
- Alternatives—partners with industry
  - Analysis of needs/business plan
  - Collaborate with industry—e.g., nurse anesthetist
- How sell the SP to assist financial aid
- Add goal about what type of organization we want to be
- Change org culture
- "Great place to work"
- Horiz/threading or marketability "Every Red Wolf Counts"
- Professional development—faculty and staff – build our own

- Leadership development - faculty

Other notes for consideration:

- Integrated and comprehensive enrollment mgmt. plan
- Robot Proof – "e-voucher" communications to campus (available for reading)