

**DRAFT**

Strategic Planning  
Working Group: Institutional Effectiveness

Minutes of Meeting of April 7, 2006

Attendance: Michael Ben-Avie, Michelle Mann, Jane Marrone, Lynn Kohn, Hing Wu, Lori Verplaetse, Joanne Mielczarski, Jeannette Oppedisano, Rex Gilliland, Robert Vaden-Goad, Diane Boutaugh, Ron Herron

After brief introductions, Ron commended the group on the first meeting which he had been unable to attend and complimented the minutes for their thoroughness.

**Future meetings.** Future meeting times were discussed and the following was agreed upon for the next meeting: Thursday, April 27, 1- 3 p.m.

**Web site.** Ron announced that the Strategic Planning website will be up and running in the near future. It will contain: the notices of meetings and the minutes of all of the working groups, the notices of meetings and the minutes of the Strategic Planning Steering Committee, and a set of resource documents which various work groups may find useful. Members are urged to become familiar with the site, as this work group will be able to use it to facilitate communication and discussion, between meetings.

**Mission review.** Each work group has been asked to review the draft versions of the University's mission statement and to provide feedback, either directly to Provost Williams or through the chair of the working group or to any member of the Steering Committee, for that matter.

The Committee has a thoughtful and animated discussion about the proposed new mission statement. Among the key points raised were the following (not in any order):

1. The current statement is too long and not able to be understood by all constituencies.
2. The proposed statement does not capture the passion of the University as an institutional committed to the betterment of people and the region.
3. The notion of "affordable" was less attractive than the substitute notion of "accessible"
4. Members shared with conviction the reasons for their coming to and staying at Southern and noted that the current versions of the mission are not inspiring, or a lifeless, and not reflecting that passion/commitment/energy.

5. Michael proposed that whatever we say, we should be able to measure whether or not we have done it! He cited that perhaps we could use the terms “skills, attitudes and knowledge” as what we seek to instill in our students. In each case, we could be able to measure our achievement of those potential outcomes.
6. Incorporating all of the above, the following is a proposed alternative version of the mission statement for the University which will be shared with the Steering Committee:

*Michael, Insert the draft on ASK here. ALSO, I am deeply appreciative of any other changes you wish to make (add/delete/clarify) to these notes. I'll be more attentive (and trustfully healthier) next time.*

*Ron*

**Focus of the working group: institutional effectiveness** It was agreed that learning outcomes, as a measure of institutional effectiveness, should be the logical and appropriate province of the Working Group on Teaching and Learning; Ron indicated that he would relay this to the Steering Committee.

The Group then focused on a continuation of the discussion of the major themes from the first meeting, distilling those themes into the follow broad topic areas which might, as we progress, serve as an outline for our recommendations for the Strategic Plan. They are:

1. Create a written inventory of all administrative policies (e.g. purchasing, personnel, travel, etc) , in a user friendly and indexed format, with name of contact/resource person for each policy.
2. Review all policies for their continued efficacy and necessity.
3. Provide orientation for new hires and in-service professional development and training for existing personnel, at all levels
4. Eliminate the “oral tradition” of the institution, by creating an evidence-based, data-driven culture within the University..
5. Create a system of regular policy review/update that is inclusive and transparent.
6. Become paperless by moving all “business transactions” to web-based applications.
  - a. Provide adequate equipment and training to all staff expected to conduct such paperless transactions.
  - b. Increase student services by greater reliance on web based applications