

*Annual Report of the Campus Directions Committee
to the Academic Senate
October 20, 2000*

This marks the fifth year of operation of the Campus Directions Committee, created in 1996 as a committee of the Academic Senate with members representing the range of academic, staff, and administrative programs at IUSB. The Committee's central purposes from the start have been to engage the campus community in strategic planning, bringing parties together to articulate IUSB's collective mission and goals, and reviewing how that mission is being pursued in institutional practice. Over the years, its activities have included convening campus leaders, policy-makers, and stakeholders; articulating the campus goals and priorities in the context of resources, challenges, and aspirations; and reviewing and reporting on IUSB's progress toward meeting its major goals. . This annual report to the Senate is part of that reporting and review cycle.

Background. *For the benefit of new members of the IUSB community, let me briefly review the Committee's work thus far. During its first year, the Committee gathered information from across the campus and from citizens in the surrounding community about their views of the IUSB campus, its directions, and its programs. Drawing on the perspectives of faculty, staff, students, alumni, and community citizens, the committee drafted a Mission Statement and a set of strategic priorities for the campus. During the second year, we revised and reworked those documents based on further feedback from faculty and staff and submitted them to the faculty for approval.*

During the next two years, and with further input from new campus leadership, the Committee began considering how best to implement those priorities across the campus and to embed them in campus policy and practice. We took several initial steps, intended to make all campus members aware of the mission and priorities as adopted by the Senate. First, we posted them in conference rooms and departmental offices across campus. We prepared an IUSB Mission and Strategic Priorities booklet for distribution to all campus members and candidates for faculty and administrative positions. Our campus priorities also appear in the current North Central Association self-study in the chapter on "Trends and Planning" (Chapter 8).

Our next step was a plan to align action with words. We asked each academic and non-academic unit on campus to develop a plan to pursue at least two of the campus priorities (of that unit's choice). The plan was to include several specific goals related to those priorities, aimed at improving both the unit and the campus. We suggested deadlines, asking that each unit report its plan and the progress on that plan by December 31st of 1999. With the cooperation and support of the Chancellor, the Vice Chancellor for Academic Affairs, and the Senate Budget and Academic Personnel Committees, we then asked each unit to formulate its budget request for the 1999-2000 academic year in the context of that plan, in expectation that campus priorities would figure heavily in budget allocations. *As this year begins, we have little progress to report on the priority review and implementation cycle. We continue to feel frustration at the limited evidence that campus decisions are being shaped by campus priorities. Thus we reaffirm our overall goal of closing the gap between statements of institutional vision and strategic decision-making.*

Report on Areas of Progress and Areas of Concern

1999-2000 Committee Assignments and Continuing Agenda in 2000-1.

1. ICCI Response. In 1999, the Committee was asked by the Chancellor to take the lead in responding to a new challenge: the Indiana Community College Initiative (ICCI) and to prepare a response statement to be forwarded to President Brand. Using the IUSB mission and priorities as its foundation, the Committee drafted a campus response to the ICCI. The draft was discussed by the Senate, which first recommended revisions and then endorsed and supported a revised position paper on ICCI. In the course of the debate and redrafting, the response document expanded from a critique to a blueprint for improvement. Thus, while this final draft articulates the faculty's negative view of the ICCI initiative, citing its prohibitive costs to taxpayers and its needless duplication of higher educational services in this region, it goes on to focus on a set of new programmatic commitments the campus community pledges to undertake to enhance the first year experience and campus-community climate, linked to IUSB's four major campus priorities.

First, in the interest of making IUSB a more "student centered" campus, the response recommends an overall strengthening of student services, and freshman advising and retention efforts. Second to enhance "program excellence," the campus pledges itself to expand available degree programs, enhance pre-collegiate connections, develop campus residences, and promote lifelong learning. Third, to "promote partnerships," the document declares that IUSB will seek to share its academic resources and expertise, and improve articulation with IVY Tech State College and other higher education institutions. Fourth, to "enhance the image of IUSB," the

document suggests the creation of a comprehensive marketing plan. The Committee is pleased to note that action is currently being taken to implement a number of these recommendations.

2000-1 AGENDA: In the coming year, at the suggestion of the Senate Executive Committee, the Committee proposes to use the ICCI Response as a framework for further strategic planning and implementation of campus priorities.

2. **Vision Statement.** The Committee in 1999-2000 was asked by the Chancellor and Vice Chancellor for Academic Affairs to engage campus constituencies in conversations about IUSB's aspirations and prepare an IUSB "vision statement" as a preamble to a new cycle of long-range strategic planning. Building on the information gathered in campus and community discussions four years ago, the Committee developed a draft statement addressing what IUSB aspires to be in the coming years. This first draft has been discussed during the past six months with the Vice Chancellor for Academic Affairs, the Dean of Liberal Arts and Sciences, and the Academic Cabinet, and is currently being edited and redrafted to reflect and incorporate numerous suggestions before being brought to the Senate.

It is worth noting that in the process of drafting a vision statement for IUSB, the Committee began to ask a set of fundamental questions about the campus aspirations now and in the future. These include "Who are IUSB's stakeholders?" "What are the boundaries of IUSB's 'service area?'" "In what ways does IUSB represent a community resource?" "What responsibilities does IUSB have to its students and to the community?" and finally, "What are IUSB's areas of excellence and distinction?" We believe

the answers to these questions will not only determine what phrases we include in our final vision statement, but will direct our planning and budgeting in the coming years.

2000-1 AGENDA: In this spirit, as with the mission statement, the Committee will seek your input, reactions to, and endorsement of a campus vision statement this year before it becomes part of our planning documents.

A copy of the most recent draft will be circulated to the faculty for comments in the near future.

3. NCA Campus Accreditation. After consultation with the Senate President, and conversations with the Acting Associate Vice Chancellor for Academic Affairs, the Campus Directions Committee has agreed to take an active role in the NCA review process. The Committee has reviewed the NCA self-study summary and chapter on "Trends and Planning," and members will attend the faculty sessions with the visiting team, paying particular attention to concerns relating to our strategic directions and priorities.

2000-1 AGENDA: The Committee will review the NCA final report and initiate further discussions related to its findings and recommendations, in the context of the campus vision, mission, and priorities.

4. New Partnership Efforts: Community-Campus Dialogues. The Committee continues to applaud the work of units, such as the Alumni Office, Community Links, and Marketing, in promoting IUSB's "outreach efforts, and hopes that they continue to receive adequate campus support despite recent program reorganization.. It also recommends forging even closer connections between these units and the academic program. As one

example of the benefits of such collaboration, the Committee has discussed and endorsed a tentative proposal originated by Alumni and Community Links to organize a series of community and campus dialogues in 2000-1. As proposed, these would be listening sessions, possibly chaired by community citizens, exploring key areas of mutual concern in which the university might take a more active role in the future. Suggested topics at this point include the University's role in public and community affairs, education, workforce development, and diversity.

2000-1 AGENDA: If supported, the Committee would participate in such dialogues in 2000-1, and compile a report and recommendations focusing on the role of IUSB in the community, involving campus academic and non-academic units in partnership with community organizations and agencies.

5. Future IUSB Leadership. One of the most important future decision-making processes will begin in 2001-2 with the search for the next IUSB Chancellor. How will it reflect and incorporate IUSB's vision, mission, and priorities?

2000-1 AGENDA. In cooperation with the Senate, the Campus Directions Committee will begin to lay the groundwork for this important search process in 2000-1, engaging faculty, staff, and students in discussions about their vision of IUSB's future leadership.

6. *Continuing Areas of Concern.* In our 1999 Annual Report, the Committee expressed concerns in several areas: communication, accountability, and progress toward becoming a more "student centered" campus. These continue to be Committee concerns in 2000-1. We continue to advocate enhanced communication about policy matters during as well as after the deliberative process as a necessity to promote the spirit as well as the letter of shared governance. We continue to stress that accountability is the foundation of effective campus decision making. For this reason, as last year, the Committee once again recommends that the Chancellor and Senate Budget committee prepare and present a year-end report on budget allocations and their relationship to IUSB strategic

priorities. To pursue our goal of becoming a more student-centered campus, the Committee is also concerned that the new IUSB direct admission policies will be accompanied by significant and appropriate support and advising for entry-level students in their critical first year (This concern is also reflected in IUSB's response to the ICCI, and in the current goals of the Office of Academic Affairs.)

Please contact us with any questions or other responses to our report. We value and need your involvement in order to continue to represent your concerns

The Campus Directions Committee