

Strategic Planning Meeting Notes  
November 19<sup>th</sup>, 2019  
Senate Chamber, Gatton Student Center

Introduction – Dean Greer:

- initial advisory group did SOAR analysis two weeks ago
- 170 participants in SOAR analysis; 40 students; group of alumni completed it Tuesday morning (11/19/19)
- about 28 present today (11/19/19); can add ~35, need to make sure all stakeholders are represented

Objectives – Mike Diamond:

- identifying key themes from discussions yesterday (Monday 11/18/19) and this morning
- develop a draft list of results based on the identified themes

Prior activities:

- provided overview of planning process
- gathered input from approximately 150 internal and external stakeholders
- input data organized by stakeholder group

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**ACTIVITY 1:**

Participants were broken out into 6 small groups to analyze data and identify themes within each data set.

**Groups #1 & #2 – Strengths**

(Question: Please list up to the five most important strengths that the college has – what can we build on?)

All identified themes – Group #1 (includes overlap with Group #2):

- a) faculty – student focused; research, diversity in teaching/classes/programs;
- b) students – increased enrollment, debate awards, Kernel, radio, loyalty to unit/UK, strong student organizations;
- c) diversity – diversity among faculty and a wide array of distinctive programs;
- d) leadership – having a new dean will lead to new opportunities and a new vision, online programs, strong UK brand;
- e) programs – UK core is a strong program, online programs are strong;
- f) engagement – extracurricular, study abroad, alumni programs;
- g) excellence – KCHC conference, faculty and conference presentations and papers, grants (e.g. HEAL grant), reputation, and rural journalism;
- h) staff – staff care and are committed to students, take on other duties, staff are consistent, and collegial among different units.

All identified themes – Group #2 (includes overlap with Group #1):

- a) key programs – both strength and legacy programs (well-established e.g. health comm) and innovative programs (e.g. ICT, ISC, MAS);
- b) strong, student-centered faculty;
- c) diversity of academic programs, learning methods (e.g. online learning);
- d) service and experiential learning (student media, competition team);
- e) community engagement;
- f) new leadership;
- g) productivity of research faculty, ability to engage multiple constituents;
- h) access to students through general education classes;
- i) award-winning student organizations;
- j) applied research;
- k) faculty with real-world experience.

Combined themes (overlap between groups #1 and #2):

- 1) diversity (distinctive programs; diversity among students and faculty);
- 2) productivity of research faculty;
- 3) strong, student-centered faculty;
- 4) new leadership (new Dean = opportunity to develop new vision);
- 5) award-winning student organizations.

**Groups #3 & #4 – Opportunities**

(Question: Please list up to the five most important opportunities that exist for the College – what are our stakeholders asking for?)

All identified themes – Group #3 (includes overlap with Group #4):

- a) new leadership – boosting awareness of College on campus, in community, in industry and chances to boost philanthropy;
- b) bringing college together literally (i.e. building) and figuratively (more unity);
- c) updating and reviewing existing curriculum;
- d) online education;
- e) diversity.

All identified themes – Group #4 (includes overlap with Group #3):

- a) building;
- b) curriculum;
- c) diversity;
- d) collaboration;
- e) defining and building brand;
- f) funding at all levels;
- g) digital technology;
- h) alumni relations and promotion.

Combined themes (overlap between groups #3 and #4):

- a) collaboration;

- b) building (physical space);
- c) curriculum;
- d) diversity;
- e) brand, marketing;
- f) funding;
- g) digital technology;

### **Groups #5 & #6 – Aspirations**

(Question: Please list up to the five most important aspirations you would like to see the College achieve – what do we care deeply about?)

All identified themes – Group #5 (includes overlap with Group #6):

- a) Building, well-designed for everyone and designed to foster collaboration (lab areas, etc);
- b) Outreach, community engagement, more interaction with media and businesses;
- c) Student success, including more online offerings;
- d) Legacy of excellence in multiple areas;
- e) Financial stability – scholarships, fundraising;
- f) Who we are – is our name representative of what we do?

All identified themes – Group #6 (includes overlap with Group #5)

- a) building/infrastructure;
- b) labs, tech, collaborative spaces, equipment;
- c) students need a home and sense of belonging;
- d) complete re-evaluation of all undergraduate and graduate curriculum;
- e) updating technologies;
- f) new doctoral programs and new majors;
- g) recruiting more diverse students, high-caliber faculty;
- h) external outreach – centralized internship program, entrepreneurship, alumni outreach, increase research reputation;
- i) unity – diversity, inclusion, unified college, less competition between departments;
- j) heavy research – translational research, crossdisciplinary research, resources, innovative teaching, recognition of different types of research output.

Combined themes (overlap between groups #5 and #6):

- 1) space/building/infrastructure – labs, facilities, collaborative space;
  - 2) external initiatives/outreach – to alumni, external stakeholders, businesses, media in order to enhance reputation;
  - 3) recruiting and retention of diverse undergraduate and graduate students and high-caliber faculty;
  - 4) creating a legacy of research excellence in multiple areas, with translational and crossdisciplinary research and recognition of different types of research input;
  - 5) develop a cohesive, unified identity as a College, emphasizing collaboration over competition between units and highlighting all research, not just what is considered “heavy” research, and emphasizing diversity and inclusion.
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## **ACTIVITY 2:**

[Participants were broken out into 6 small groups to identify indicators of success based on the themes from each area – strengths, opportunities, and aspirations. Groups were reorganized between activities to encourage sharing of new perspectives. These participants were not divided to focus on strengths, opportunities, or aspirations; all six groups focused on themes from all three segments.]

The product of this segment will be draft lists of “indicators of success” based on the identified themes of Strengths, Opportunities, and Aspirations.

Generate five indicators of success or expectations, for example, “increase number of internships for students” or “increase annual fundraising efforts.”

After small group work, large groups were consolidated into two. These larger groups reported out to one another and consolidated the two lists to generate a list of five between the two groups.

(Prompt: what are some indicators of success? Don’t get too specific on metrics. Generally, think in terms of what success in this area looks like about five years out, but more long-term or short-term is okay.)

### Group #1:

- a) continue to hire faculty, look at potential for endowed, professional positions;
- b) tell our story through branding and marketing of the College;
- c) reinvent “student success office” (advisors, directors, career center, go-to place for alumni);
- d) accessible online “welcome mat” to college;
- e) building built within five years, with a review of the plan by all stakeholders.

### Group #2:

- a) a completed or in-construction facility;
- b) established research/teaching space with equipment and technology;
- c) increase extramural funding;
- d) increase enrollment, more diverse student body;
- e) diverse, but distinct and coherent curriculum and programs (consistent core, streamlined and centralized resources, online offerings, endowed faculty positions).

### **Groups #1 & #2 – Final combined list:**

- 1) a completed or in-construction facility;
- 2) established research/teaching/student space with equipment and technology available to students (including student success center);
- 3) increase extramural funding;
- 4) increase enrollment and diversity of student body;

5) diverse, distinct, and coherent curriculum and programs with a consistent core, streamlined and centralized resources, online offerings and completion, endowed positions with flexibility and forward-thinking; tell our story through brand and marketing.

Group #3:

- a) branding and reputation;
- b) inspiring space (e.g. building) to unite the units;
- c) cross-unit collaboration;
- d) faculty and staff that reflect the student population of the college;
- e) active alumni engagement college-wide;
- f) increased focus on student success (career development, internships, job placement – employers come to us).

Group #6:

- a) building to create unity;
- b) increase cross-disciplinary efforts (e.g. crisis and health);
- c) developing our identity and promoting our image;
- d) investing in recruiting and retention;
- e) increase funding and revenue streams;

**Groups #3 & #6 – Final combined list:**

- 1) Inspiring spaces to unite units and support the needs of our college community;
- 2) Collaboration across units including cross-disciplinary efforts;
- 3) Defining our identity and promoting our image to be known as the best in the state, nation, and world;
- 4) Student success in recruitment, retention, career preparation, and job placement;
- 5) Active alumni and external engagement College-wide to increase funding and revenue streams;
- 6) Diversity of students, faculty, and staff across the College.

Group #4:

- a) increasing the percentage of freshmen who choose us as their college of choice;
- b) increase the number of projects cross-unit and cross-college;
- c) improve the rate and level of post-graduate placements, working with external partners and centralizing internship opportunities;
- d) improved opinion of the College and visibility across the university;
- e) increases in resources from multiple sources.

Group #5:

- a) new campus community home for the college;
- b) destination enrollment – recruitment, retention, graduation rates;

- c) facilitation of relationships with employers for career readiness; centralization of internship process or at least central facilitation; working with external partners to ensure our students are meeting their needs/skill sets and are workforce-ready;
- d) increasing engagement to lead to financial stability; turning students into alumni, alumni into donors, and donors into business;
- e) branding; focus on digital and emerging media to help with recruitment of Gen Z; make the College look like a family.

**Groups #4 & #5 – Final combined list:**

- 1) creating and disseminating a unified college brand–“sexy” to recruit Gen Z, emphasis on digital technology;
- 2) increase first-choice enrollment among colleges;
- 3) increase resources for technology, building, curriculum, research;
- 4) increased collaboration cross-unit and cross-college
- 5) facilitate relationships with employers and internship sites for career-ready graduates
- 6) branding for the college–unified, “sexy” name to recruit Gen-Z

Closing – Dean Greer:

- very proud to be the Dean of the College after witnessing this process
- also invited to participate but could not attend today’s meeting: Jeannette Sutton, Kevin Real, Nathan Stephens, Tae Baek
- faculty have been asked to recruit undergraduate students for participation.