

Background and Context for Planning: The Campus Directions Committee

The Campus Directions Committee (CDC) was established by the IUSB Faculty Senate, in consultation with the Chancellor's Council, in June 1996, with the explicit charge to "assess annually the campus plan, and matters of general campus concern, and provide recommendations to the appropriate bodies. That is, the Committee is to regularly assess the campus' mission, direction, priorities, and progress." Further, as stated in the *IUSB Academic Handbook*, (1998), that assessment is to include "developing and/or revising, as appropriate, the campus mission statement, broad campus objectives and priorities, strategic initiatives," and "long-range plans for teaching, scholarship, and creative activities and service activities" that are to implement the campus plan.

The *Handbook* also specifies the composition of the CDC, which is to include as full participants students, alumni, and administrators as well as faculty.

Working with this ambitious charge, the CDC, under the leadership of its first chair, Paul Herr, began to review existing IUSB strategic planning documents. At the time, there were both a "Campus Plan" that had been submitted to President Brand, and a "Campus Facilities Plan" for campus expansion that had been submitted to and approved in principle by the Board of Trustees. IUSB had developed a series of campus Mission Statements which had been submitted on a biennial basis to the IHEC, ranging from one-page to twelve-page documents. One of those provided the mission statement for the IUSB 1990 NCA Self-study. In addition, units undergoing accreditation review had developed their own assessment and mission documents.

At the same time, Indiana University had been developing a statewide "Strategic Directions Charter" under the direction of President Brand. That document became available during the IUSB process and formed the basis for a large-scale campus and community dialogue on strategic priorities. The outcome of that process was a new campus Mission Statement, approved by the IUSB Faculty Senate in 1997. It listed the four major IUSB priorities, which had emerged from large-scale discussions:

1. Enhance the student-centered focus of Indiana University South Bend
2. Develop and support excellence in programming
3. Develop and expand partnerships with the community
4. Enhance the image of Indiana University South Bend

The Mission Statement, also submitted to President Brand, included a list of commitments to implement these priorities.

In the years following the adoption of this document, Deans and Directors were asked to structure their goals and budget planning around these four priorities. An "audit" system was even formulated and recommended. The CDC's task over the next year was to post these priorities around the campus and to collect and review unit requests, a task complicated by changes in campus, school, and department leadership. No uniform system emerged from this process.

In 1999, the Chancellor asked the CDC to address the potential impact of the new Indiana Community College Initiative on the campus. The CDC led discussions and helped to formulate IUSB's written communications on ICCI to President Brand.

The CDC was not involved in the preparation of the next major IUSB planning initiative, the NCA accreditation self-study, but did review the completed documents and met with the accreditation team during their campus visit. The recommendations from the NCA team included a mandate that IUSB develop a new and fully operational strategic plan for the campus by January 2005. The CDC had also determined that there was a need to coordinate the work of major decision-making entities and committees, and establish a climate in which budget and assessment issues were coordinated with campus planning.

Vice Chancellor Guillaume turned to the CDC after the NCA visit and recommendations, and in Spring 2001, charged it with developing a campus strategic plan.

The CDC's first step was to review the Mission Statement. The Committee reaffirmed but restated the four priorities and added two more to the priority list. These six priorities, in turn, became the topic of six planning task forces, established in Fall, 2002:

- * **Foster Student Learning, Access, and Success**
- * **Encourage and Maintain Academic Excellence**
- * **Strengthen Partnerships with the Community**
- * **Enhance Diversity in the Curriculum, Classroom, and Campus**
- * **Reflect and Expand a Global Perspective**
- * **Heighten the Recognition of IUSB's Resources and Achievements Beyond the Campus**

In Fall 2001, the CDC was asked by President Brand to organize a campus and community dialogue on campus strengths and future challenges, in preparation for the upcoming search for a new Chancellor. The CDC agreed that his would also augment the initial planning process. The resulting document, *Foundation for the Future*, is available on the CDC web site (www.iusb.edu/~cdc).

The CDC also established a work plan in three phases: 1., Situational Analysis; 2., Dialogue and Recommendations for the Future; and 3. Drafting and Discussion of the new plan itself (see "Timetable"). This was presented to the Faculty Senate during its annual report in Fall 2001. **The July 12, 2002 CDC Retreat marks the culmination of "Phase One" of that plan**, highlighted by the presentation of the Task Force "situational analyses." The CDC web site contains the complete text of these initial reports, describing the planning 'boundaries,' as well as the challenges that will focus CDC Task Force activities in 2002-3 to engage the campus and community in charting the campus future.