

## Coordinating Team Meeting Thursday September 13, 2012

**Members Present:** Bailer, Baszile, Bazely, Buller, Bush, Callahan (co-chair), Chapin, Creamer, Dahlstrom, Faimon, Haynes, Huang, Paxton, Robinson, Smith, Stefanski, Womack-Smith, Zhou, Pickerall, Dankovich (for Dowdle). **Absent:** Kabbaz

Each team provided a summary report of their meeting. They reported on discussions regarding the particular target goal and definition and progress toward developing an aspirational statement.

### TGT #1:

#### Target Goal

- "Innovative learning and discovery" is fine

#### Aspirational Statement:

- Might want "research", "creative",
- They discussed changing the definition to: Promote a (discovery) environment where learning research and creativity are nurtured and consequently (successfully) expressed in students, faculty and staff.
- "innovative" is not needed since it is in the title.
- Should the word "discovery" be used without the other forms of research (Boyer model)
- CT members pointed out co-curricular aspects of learning were not included
- CT members pointed out that "engage" is missing from this version. TGT discussed and thought the meaning wasn't clear and was overused. There was not consensus among the members of the CT regarding this point.
- CT suggested making the revised definition more outcomes based
- Perhaps we don't need the term "successfully"

### TGT #2

#### Target Goal:

- "Transformation" is a topical term for which there is a body of literature. Make the point that the transformation is ongoing, not static. A constantly moving target.
- Insert "evolving and dynamic" into initial description
- Definition modified to: Build an *evolving and dynamic* culture that stimulates and recognizes creativity, entrepreneurial thinking, and exemplary performance.

#### Aspirational Statement

- We aspire to be (one of) the best places to work in higher education in North America.
- Suggestion: drop "campus". This implies a single campus, and a physical campus.

### TGT #3

#### Target Goal:

- Struggled with the term "global". They are checking with the Shared Futures group to learn from them.
- Perhaps, "global" should not be listed first.
- "Global culture and inclusive engagement" or other combinations.
- Keeping "global" in the statement is important, but they don't want to hide "inclusive". We want it to be obvious that we are inclusive -- we don't have to keep telling people that we are. Think about "place" - including regional campuses.
- How do we change marketing and recruitment strategies? We currently seem to be attracting a certain demographic. Perhaps this needs to change.
- Marketing to what we aspire to be and still describe what we are can be difficult.

- Perhaps "global" and "inclusive" can be synergistic.
- Faculty and staff are important contributors to diversity appreciation.
- **Modified Definition to:** *Strengthen a culture of inclusion, integrity and collaboration that embraces changing, diverse societies and nurtures diverse societies.*

#### TGT #4

##### Target Goal:

- Definition is fine.
- Infrastructure is what underlies the other goals
- Need to consider various stakeholders inside and outside the university.
- Thinking about a continuum.
- Investigated characteristics of innovate, dynamic education.

##### Aspirational Statement

- Miami University's organizational design is flexible and efficient, facilitating individual learning and discovery and the participation of multiple constituencies. The infrastructure encourages a seamless exchange of ideas and a shared vision, adapting in design to best enable the university to meet societal challenges.
- Here's one possible revision: "Miami University's flexible and efficient organizational design facilitates individual learning and discovery and the participation of multiple constituencies. The adaptable infrastructure reflects a shared vision, encourages a seamless exchange of ideas, and enables the university to meet societal challenges.
- Perhaps a one line aspirational would be better?
- Consider the term "organic" instead of dynamic ("organic" is used in the literature describing organizational organizations)
- Consider "integrative", "highly collaborative"
- Include "integrative learning" rather than "interdisciplinary"

#### TGT #5

##### Target Goal:

- internal vs external partnerships
- You need good internal partnership to have good external partnerships.
- Consensus: we should focus on external partnerships.
- Internal should be called collaboration.
- Internal collaborations will be included in TGT #4
- There are partnerships around the university both among faculty and staff organizations.
- A major problem is that various groups do not know what external "touches" that there are.
- Collecting data about external partnerships is an important first step. We also need to make sure that we identify other sources of revenue, etc.
- This ties to the other target goals, especially TG 1, 2 and 3 and includes revenue generation and increased experiential learning
- These external partnerships also have a benefit internally
- Impact to Customer Relationship Management (CRM) will be an asset in building external partners