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*Strategic Planning  
Commission Forum*

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January 5, 2007

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## Strategic Planning Schedule

August 2006:

Chancellor announces the development of a new strategic plan and appoints a Planning Advisory Council: Chair: Stan Aeschleman, Provost and Executive Vice Chancellor. Members: Cindy Wallace, Vice Chancellor for Student Development; Greg Lovins, Interim Vice Chancellor for Business Affairs; Bob Lyman, Dean College of Arts and Sciences; Tony Calamai, Chair, Council of Chairs; Martha Marking, Chair, Faculty Senate; Charlie Wallin, President, Staff Council; Forrest Gilliam, President, Student Government Association; Bobby Sharp (*ex officio*), Director, Institutional Research, Planning, and Assessment. The Planning Advisory Council is charged to oversee the planning process, organize the macro and micro strategic planning activities, study the important issues facing the university, assign tasks to short-term work groups and to campus staff, set timelines, collect information, and generate planning materials and products.

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## Strategic Planning Schedule Continued

- October 2006      First Open Forum conducted by Provost Aeschleman to provide a 1) Profile of the University, 2) Summary of the External Context for the Planning Process, and 3) Description of the Planning Process  
(PowerPoint file can be found at:  
[http://www.appstate.edu/www\\_docs/depart/irp/irapmenu\\_pl.html](http://www.appstate.edu/www_docs/depart/irp/irapmenu_pl.html))
- Planning Advisory Council holds a day-long retreat to begin to identify core values, core assets, and essential character of Appalachian, and to propose Strategic Directions for consideration by the Strategic Planning Commission.
- November 2006      Open invitation extended to campus community seeking volunteers and nominations to serve on the Strategic Planning Commission.
- Planning Advisory Council holds a half-day retreat to propose membership of the Strategic Planning Commission, which Chancellor Peacock approved.

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## Strategic Planning Schedule Continued

December 2006	Chancellor Peacock sends letters of invitation to proposed commission members assigning membership to subcommittees and announcing a half-day Strategic Planning Commission retreat on January 5, 2007.
January 2007	Strategic Planning Commission holds a half-day retreat to discuss the Planning Advisory Council's proposed Strategic Directions, and subcommittees begin to develop strategic objectives for discussion and possible inclusion in the Strategic Plan.
April 26, 2007 (Reading Day)	Deadline for submission of final reports from subcommittees; these reports form the basis for the development of the Strategic Plan.
Summer 2007	Planning Advisory Council reviews the reports and develops the draft Appalachian Strategic Plan.

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## Strategic Planning Schedule Continued

Fall 2007

Strategic Planning Commission meets to discuss the draft Strategic Plan.

Draft Strategic Plan is made available on the Strategic Planning website and distributed to groups within and outside of Appalachian for feedback.

Revised drafts of the Strategic Plan are prepared to incorporate feedback.

Public forums are held to discuss the final draft of the Appalachian Strategic Plan.

Planning Advisory Council affirms final draft of the Appalachian Strategic Plan.

Final draft of the Appalachian Strategic Plan is presented to the Chancellor for comment and approval.

Spring 2008

Final draft of the Appalachian Strategic Plan is presented to the Board of Trustees for comment and approval.

Final changes to the plan are made to reflect input from the Chancellor and the Board of Trustees.

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## Core Assets

We have dedicated, active, and innovative faculty, staff, students, and administrators

We have a location in an aesthetically pleasing, culturally and recreationally rich mountain environment and campus that attracts faculty, staff, and students seeking a high quality of life

We have expertise and programs to provide economic, educational, healthcare, and cultural leadership through partnerships with regional and state organizations

We have a loyal and supportive alumni and retired faculty and staff

We have a state legislature that historically has valued and supported higher education

We have a history of providing a student-centered university experience, preparing students to be effective, responsible citizens, and providing high-quality instruction at relatively low cost

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## Core Values

We believe the success of the university depends upon personal achievement, and we maintain as our top priority appropriate policies and resource allocation strategies to promote student, faculty, and staff development

We support a culture that promotes diversity, shared responsibility, and mutual respect

We embrace shared governance

We emphasize open communication and transparent decision processes

We have genuine respect for the natural environment and a commitment to principles of sustainability

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## Essential Character

We are a premier comprehensive university

We are a unique institution with a combination of large size, rural location, and high quality

We are at a pivotal point in our institutional development, we control our own destiny, and we have multiple alternative futures

In many ways we combine the best of a small liberal arts college (e.g., close relationships among staff, faculty, and students) and large research university (e.g., breadth of programming and scholarship)

Our public identity emphasizes our strong undergraduate program in both liberal arts and professional programs

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## Draft Mission Statement

Established in 1899 as Watauga Academy, Appalachian State University has evolved into a large premier comprehensive university located in a distinctively rural mountain environment. This unique context enables and supports a community of dedicated, innovative, and active scholars. Appalachian recognizes that the success of the university depends upon the achievement of students, faculty, and staff, and its priority is to implement policies and allocate resources to that end. Appalachian affirms that its fundamental mission is the propagation of knowledge achieved by providing our undergraduates a rigorous liberal education that emphasizes generalizable abilities; providing our graduate students with strong, relevant programs; maintaining a faculty who serve as scholarly mentors for their students; and producing the highest level of scholarship and creative activity in targeted areas. Appalachian earnestly accepts responsibility to be actively involved in addressing the educational, economic, cultural, and societal needs of the changing region, state, nation, and world. As a publicly funded institution, Appalachian is committed to accomplishing our objectives through efficient and effective resource utilization.

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## Charge to Subcommittees

Develop a unifying vision statement for the Strategic Direction

Develop an international component, when appropriate

Develop no more than five objectives that include the following characteristics:

- Activities that are measurable

- Rationale for the activity

- Unit(s) responsible

- Assessment strategy(ies)

- Five-year timeline

- Estimation of resources (e.g., funds, people) required

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# Strategic Direction 1

Utilize innovative enrollment strategies, academic policies, and student development programs to promote student achievement.

Suggested Topics for the Development of Activities

Selectivity

Diversity

Graduation and Retention Rates

Affordability (e.g., Financial Aid; Scholarships)

Academic Policies and Standards

Integrated Academic and Student Support Program

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## Strategic Direction 2

Develop and implement transparent and fair faculty evaluation processes and robust faculty development programs to enable faculty success (Liaison: Faculty Evaluation and Development Task Force).

Suggested Topics for the Development of Activities

Recruitment  
Diversity  
Compensation  
Faculty Development

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## Strategic Direction 3

Establish and maintain undergraduate programs that prepare students to meet the challenges of a changing world by engaging in the discovery, interpretation, and creation of knowledge (Liaison: General Education Task Force; Honors Task Force).

Suggested Topics for the Development of Activities

General Education

Scholarly Mentoring

Experiential learning (e.g., Service Learning, Internships)

Honors Program

Interdisciplinary Courses/Programs

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## Strategic Direction 4

Advance the strength of graduate education through consequential program reviews and the development and maintenance of distinctive programs (Liaison: Graduate Education Task Force).

Suggested Topics for the Development of Activities

Student Support (e.g., Scholarships, Assistantships; Tuition Waivers)

Faculty Support

New (Including Doctoral) Niche Programs

Selectivity

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## Strategic Direction 5

Enhance research and creative activities with a focus on creating the highest levels of scholarship in targeted programs.

Suggested Topics for the Development of Activities

Increase Grant Activity to Support Resource Intensive Research

Energy, Environment, Economy

Health and Human Services

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## Strategic Direction 6

Work collaboratively with external communities to enhance the educational, economic, cultural, and social welfare of the region and state.

Suggested Topics for the Development of Activities

Health Care Programs

Math/Science Teacher Education

Intellectual Property Development and Transformation

The Arts

Public Service Endeavors

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## Strategic Direction 7

Employ data-based decision strategies to ensure the most efficient use of university resources  
(Liaison: PACE).

Suggested Topics for the Development of Activities

Budget

Space/facilities

Staff

Technology

Distance Education

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## Example 1

### *EXAMPLE IN ITALICS*

Develop a unifying vision statement for the Strategic Direction (the one sentence descriptors are designed to stimulate discussion)

*Strategic Direction 1: Utilize innovative enrollment strategies, academic policies, and student development programs to promote student achievement.*

Develop an international component, when appropriate

*N/A*

Develop no more than five objectives that include the following characteristics:

*Objective 1: Achieve a six-year graduation rate that is at the 90 percentile of our peers.*

Activities that are measurable

*Activity 1: Attract and admit better prepared students.*

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## Example 1 continued

### Rationale

*Research suggests that modifying our current rolling admissions policy may increase the yield of stronger applicants. Therefore, we recommend that the Office of Admissions accept approximately two hundred fewer freshman applicants who apply prior to January 1, and who have predicted grade point averages (as determined by grades, rank, and SAT/ACT scores) of less than a 2.50. We will then accept two hundred more competitive applicants who apply after January 1, with predicted grade point averages of 2.50 or higher. This strategy will prevent lower ability students from holding places that might be given to higher ability students who apply later in the admissions cycle.*

### Unit(s) responsible:

*Academic Affairs (primarily the Admissions Office in Enrollment Services)*

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## Example 1 continued

Assessment strategy(ies):

*PGPA of entering freshman; retention rates, graduation rates at 4, 5, and 6 years*

Five-year timeline (accomplished by academic year 2012-2013):

*Completion date is academic year 2012-2013*

Estimation of resources (e.g., funds, people) required

*No additional resources required*

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## Example 2

### *EXAMPLE IN ITALICS*

Develop a unifying vision statement for the Strategic Direction (the one sentence descriptors are designed to stimulate discussion)

*Strategic Direction 1: Employ data-based decision strategies to ensure the most efficient use of university resources.*

Develop an international component, when appropriate

*N/A*

Develop no more than five objectives that include the following characteristics:

*Objective 1: For all classrooms, achieve an average 65% level of room and seat utilization.*

Activities that are measurable

*Activity 1: Convert selected classrooms to offices, research laboratories, or teaching laboratories.*

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## Example 2 Continued

### Rationale

*Data collected by IRAP indicate that classrooms on campus are underutilized (i.e., only 28% of classrooms on campus currently have 65% room and seat utilization rates) and that there is a need for additional office and laboratory space. We recommend that departments collaborate with the Director of Space Management and Planning to determine the feasibility of converting classrooms in their areas to another use. These conversions would increase the utilization of existing classrooms.*

### Unit(s) responsible:

*Academic Affairs (primarily IRAP) and Business Affairs (primarily Design and Construction)*

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## Example 2 Continued

Assessment strategy(ies):

*Classroom and office utilization data*

Five-year timeline (accomplished by academic year 2012-2013):

*Completion date is academic year 2012-2013.*

Estimation of resources (e.g., funds, people) required

*Approximately \$30,000 per room conversion.*