

**Strategic Planning Committee**  
Ross Pendergraft Library, Room 325  
August 18, 2015 at 2:00 p.m.

Present: Dr. Larry Large, Dr. Arnie Yasinski, Ms. Angela Bonds, Dr. Daniel Bullock, Ms. Sandy Cheffer, Dr. Jon Clements, Mr. Kelly Davis, Ms. Jocelyn Flores, Dr. John Freeman, Ms. Aubrey Holt, Mr. Randy Horton, Mr. Tanner Howell, Mr. Yasu Onodera, Dr. Eric Lovely, Dr. Stephen Jones, Dr. Lucas Maxwell, Dr. Julie Mikles-Schluterman, Dr. Johnette Moody, Mr. Saul Pennington, Dr. Michael Rogers, Ms. Tammy Rye, Ms. Lesley Snider, Dr. Jason Warnick, Mr. Ken Wester and Ms. Jana Crouch

I. Report from Working Group Chairs

Dr. Warnick reported he and the Working Group chairs had met with various campus representatives over the summer, as well as toured the Russellville, Ozark and Career Center campuses. He distributed a report (attached) which details these summer activities and the membership of each of the Working Groups.

*Financial Structure and Operations*

Dr. Jones stated the Financial Structure and Operations Working Group would be reviewing university resources and infrastructure, as well as exploring the funding for maintenance and future resource and infrastructure investments.

*Enrollment and Marketing*

Dr. Bullock reported, in forming the Enrollment and Marketing Working Group, he intentionally sought out individuals who would not be afraid of big ideas. He noted enrollment not only involves incoming freshmen, but also includes the retention of continuing students. Dr. Rogers mentioned the need for the university to determine the optimal enrollment capacity that could be served with the existing resources available. Dr. Bullock stated he would be inviting each Dean to speak to the Working Group on enrollment and marketing within their colleges and programs.

*Student Support (Curricular and Co-Curricular)*

Dr. Mikles-Schluterman reported the Student Support Working Group would be exploring all facets of student success. She reported various campus representatives would be speaking to the Working Group, such as Ms. Amy Pennington, Dean of Students, Chief Josh McMillian, Director of Public Safety and Ms. Lori Wineland, Director of Student Support Services. Dr. Yasinski noted the curricular and academic side of student support would also need to be included.

*Academic Structure and Faculty*

Dr. Moody stated the Academic Structure and Faculty Working Group would interact with all other Working Groups and involve faculty from all campuses. She reported the Working Group would be looking at integration and transitions between the Russellville, Ozark and Career Center campuses, and would be inviting guest speakers to address specific topics.

*University as a Public Institution*

Dr. Rogers reported the University as a Public Institution Working Group had broad representation from the campus and community. He stated the Working Group would be considering the environments in which ATU operates, including the local and state levels, and the associated implications and opportunities with each.

Dr. Large congratulated the Working Group chairs on their progress to date. He asked each Working Group to hold open regular meetings, as well as one or two “open forum” gatherings for the campus and community, where the chairs would be able to present big ideas and gauge the general reaction. Dr. Large noted many issues may arise that need to be addressed, but are not strategic in nature. Dr. Warnick stated such issues should be logged in TracDat and archived so the issues could all be presented to the Executive Council at a later date.

## II. Strategic Planning Readings

Dr. Warnick asked for feedback on the strategic planning books and newsletters from Inside Higher Ed and the Lumina Foundation. Mr. Davis noted most universities seem to face similar issues. Dr. Yasinski agreed many were national issues, and stated the group should consider whether ATU was impacted more or less than other universities nationwide. Dr. Rogers stated ATU was largely sheltered from the recent national recession because enrollment continued to grow, unlike at many other institutions.

## III. Institutional Research

Dr. Warnick reported the Working Group chairs had met with Mr. Wyatt Watson, Director of Institutional Research, to establish a connection. Dr. Yasinski encouraged the Working Group chairs to consider what data and information would be needed to develop the white papers, and to request data from Mr. Watson as early as possible. He also stated, rather than trying to decide what data are needed, the Working Groups should instead let Mr. Watson know the question or issue being addressed, so he can assist with determining which data would be the most relevant.

## IV. White Papers

Dr. Large stated the white papers would serve as the base for synthesizing the outcomes of the Working Groups into an initial draft of the strategic plan. He noted the schedule was intense by design. Dr. Yasinski encouraged the chairs to not feel limited to a single format or style in developing the white papers. Dr. Large stated the white papers would be posted to the website for feedback once they were completed in mid-November.

## V. Promotion of Attendance at Strategic Planning Overview

Dr. Warnick encouraged the members to invite their colleagues to attend the strategic planning overview by the consultants on Wednesday, August 19. He stated the faculty needed to understand this would be a collective strategic plan, not by an individual or select group.

Dr. Warnick stated the Working Groups should begin their regular meetings as of Wednesday, August 26 and the SPC would meet weekly beginning September 9.

The meeting adjourned at 4:00pm.

# Working Group Representation

<b>University and Community</b>	The working groups have representatives from ATU-Ozark, every College from the Russellville campus, International and Multicultural Student Services, Office of Development, University Relations, Athletics, Office of Administration and Finance, Office of Student Services, and Facilities Management. The working groups also have student representatives and members of the community.
<b>Administration/Faculty/Staff</b>	Across the working groups, there are 13 administrators (department heads, deans and vice presidents), 14 faculty members and 15 staff members.
<b>Faculty Tenure Status</b>	There are 10 working group members with tenure and 4 members non-tenured.
<b>Diversity</b>	<p><u>Gender:</u> The working groups have 25 female and 17 male members.</p> <p><u>Race/ethnicity:</u> There are 2 members who are racial/ethnic minorities and there is 1 member who is a foreign national.</p>

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# Working Group Chair Activities

## Meetings

- 1) Meeting with Institutional Officials (July 24)  
Participants: Ken Wester, Jayne Jones, Shauna Donnell, Wyatt Watson, David Moseley, Amy Pennington, Josh McMillian, Jennifer Fleming.
- 2) Tour of ATU-Ozark Campus and Meeting with Institutional Officials (August 4)  
Participants: Bruce Sikes, Mike Murders, Richard Harris, Sandy Cheffer, Justin Smith.
- 3) Tour of ATU-Career Center (August 7)
- 4) Tour of ATU-Russellville Campus/Campus Security Overview (August 7)

## Extra Readings

Topics: Retention strategies, organizing student success, technology used to track student success, 'stackable' degrees/certifications, sliding tuition/fee structure, distributed leadership, resilience.

# Working Groups

## Financial Structure and Operations

Dr. Stephen Jones, Chair

### Working Group Members:

Sandy Cheffer, Chief Fiscal Officer, Ozark Campus  
Pat Chronister, Assistant to the Vice President of Academic Affairs  
Shirley Goines, Director of Student Aid  
Linda Johnson, Budget and Special Programs Director  
Brian Lasey, Director of Physical Plant  
Jim Musser, Head, Department of Physical Sciences  
Donna Rankin, Controller  
Niki Schwartz, Associate Director of Student Aid  
Jeff Woods, Dean, College of Arts and Humanities

- Standing meetings for the Financial Structure and Operations Working Group will be held on Tuesdays during the Fall 2015 semester, from 3:00 - 5:00pm in the Ross Pendergraft Library, Room 325.

## Enrollment and Marketing

Dr. Daniel Bullock, Chair

### Working Group Members:

Jeff Aulgur, Head and Assistant Professor of Professional Studies  
Megan Morris, Public Information Specialist - Ozark campus  
Yasu Onodera, Director of International and Multicultural Student Services  
Sam Strasner, Director of University Relations  
Megan Toland, Assistant Professor of Journalism  
Susan Underwood, Professor of College Student Personnel  
Jessica Young, Assistant Professor of Physics

- Standing meetings for the Enrollment and Marketing Working Group will be held on Wednesdays during the Fall 2015 semester, from 1:00 - 2:00pm in the Ross Pendergraft Library, Room 326.

### Student Support (Curricular and Co-Curricular)

Dr. Julie Mikles-Schluterman, Chair

#### Working Group Members:

Beth Giroir, Associate Dean for Student Success

Aubrey Holt, Director of Campus Life

Mike Murders, Chief Academic Officer, Ozark Campus

Hanna Norton, Dean, College of eTech, and Assistant VP for Academic Affairs

Rockie Pederson, Interim Head, Department of Health and Physical Education

Amy Pennington, Dean of Students

Kevin Solomon, Associate Dean for Campus Life

JW Stratton, Community Representative

Kendall Tubb, Russellville Campus Student Representative

Brandon Wright, Director of Norman Career Services

- Standing meetings for the Student Support Working Group will be held on Thursdays during the Fall 2015 semester, from 2:00 - 4:00pm in the Ross Pendergraft Library, Room 325.

### Academic Structure and Faculty

Dr. Johnette Moody, Chair

#### Working Group Members:

Jon Clements, Associate Professor of Music

John Freeman, Head and Professor of Educational Leadership

Eric Lovely, Associate Professor of Biology

Lucas Maxwell, Assistant Professor of Agricultural Education

V. Carole Smith, Professor of Curriculum and Instruction

Lesley Snider, Workforce Education Faculty of Registered Nursing

- Standing meetings for the Academic Structure and Faculty Working Group will be held on Wednesdays during the Fall 2015 semester, from 1:00 - 3:00pm in the Ross Pendergraft Library, Room 325.

### University as a Public Institution (Community Relations)

Dr. Michael Rogers, Chair

#### Working Group Members:

Kristy Bayer, Senior Women's Administrator and Head Coach of Volleyball

Angela Bonds, Community Representative

Emily Bradley, Coordinator of Leadership and Service

Kelly Davis, Director of Alumni Relations and the Tech Loyalty Fund

Randy Horton, Mayor, City of Russellville

Wendi Pool, OTA Program Chair, Ozark Campus

Melissa Rose, Administrative Specialist, History and Political Science

Zachary Schwartz, SGA Student Representative

Sandy Smith, Department Head, Emergency Management

Bailey Taylor, Greek Society Student Representative

- Standing meetings for the University as a Public Institution Working Group will be held on Mondays during the Fall 2015 semester, from 3:00 - 5:00pm in the Ross Pendergraft Library, Room 325.