Strategic Visioning Working Groups: Membership and charge
August, 2016

Working Group #1: How we define educational value
Who will our students be, and what will define the distinguishing value of UD's holistic educational experience in 20 years?

- Co-chairs: Rachel Collopy (Teacher Education); John McCombe (University Honors Program; English)
- ECAS-nominated faculty representative: Simanti Dasgupta (Sociology, Anthropology, and Social Work)
- Student member: Leah Frischmann (Premed major and student-athlete)
- Other faculty and staff members: Amy Anderson (CIP); Phil Anloague (Physical Therapy); Lisa Beutel (Center for Leadership); Kenya Crosson (Civil and Environmental Engineering); Terence Lau (School of Business Administration, dean's office); Crystal Sullivan (Campus Ministry); Sandra Yocum (Religious Studies)
- President's Council liaison: Jason Reinoehl, Enrollment Management and Marketing

Working Group #2: How we teach and learn
How will we teach and learn 20 years hence, and what will this entail for curricula, pedagogies, academic programs, and educational structures?

- Co-chairs: Anne Crecelius (Health and Sport Science); Danielle Poe (College of Arts and Sciences, dean's office)
- ECAS-nominated faculty representative: Connie Bowman (Teacher Education)
- Student member: TBD
- Other faculty and staff members: Ryan Allen (E-Learning, UDit); Kelly Bohrer (Fitz Center); Shannon Driskell (Mathematics); Kevin Hallinan (Mechanical and Aerospace Engineering); Steve Wilhoit (English and LTC)
- President's Council liaison: Deb Bickford, Academic Affairs and Learning Initiatives

Working Group #3: How we discover and engage
In what ways and in which multi-disciplinary areas will the University's research, scholarship, and creative activity achieve their greatest influence in addressing profound human challenges and community needs in 20 years?

- Co-chairs: Vijay Asari (Electrical and Computer Engineering; Vision Lab); Carissa Krane (Biology, Schuellein Chair)
- ECAS-nominated faculty representative: Shuang-Ye Wu (Geology)
- Student member: Sumant Grover (Biology doctoral student)
- Other faculty and staff members: Susan Davies (Counselor Education); Ellen Fleischmann (History, Alumni Chair); Fred Jenkins (University Libraries, dean's

office); Jack Kanet (Operations Management, Niehaus Chair); Sukh Sidhu (UDRI and Mechanical and Aerospace Engineering)
- President's Council liaison: John Leland, Office of Research

Working Group #4: How we shape our campus
Where and what will our campus footprint be in 20 years?

- Co-chairs: Malcolm Daniels (ETHOS; Electrical and Computer Engineering); Leslie Picca (Sociology, Anthropology, Social Work)
- ECAS-nominated faculty representative: Rebecca Wells (Marketing and Management)
- Student member: TBD
- Other faculty and staff members: Ken Bloemer (Visioneering Center, School of Engineering); Hunter Goodman (Fitz Center); Steve Herndon (Housing and Residence Life); Judith Huacuja (Art and Design); Sean McCarthy (China Initiatives, Enrollment Management)
- President's Council liaison: Bill Fischer, Student Development

Working Group #5: How we promote institutional effectiveness and sustainability
What innovations in institutional structures, policies, practices, and partnerships will best promote sustainable stewardship of the University over the next 20 years and beyond?

- Co-chairs: Bob Brecha (Physics; Hanley Sustainability Institute); Randy Sparks (Management and Marketing)
- ECAS-nominated faculty representative: Jeanne Holcomb (Sociology, Anthropology, and Social Work)
- Student member: TBD
- Other faculty and staff members: Janet Bednarek (History); Phil Chick (Treasurer); Allan Crasto (UDRI); Kurt Hatcher (Facilities Management); Andy Slade (English)
- President's Council liaison: Andy Horner, Finance and Administrative Services

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"Common lenses" to guide all working groups
Each working group should frame its inquiries, exploration, and visioning through the following lenses or perspectives:

- Boldness and imagination, oriented by the 20-year horizon for the vision, recognizing that differentiation, innovation, and excellence are essential in higher education's highly competitive environment
- Attention to the University's Catholic and Marianist mission and values and the landscape of Catholic higher education, with particular consideration of the *Common Themes in the Mission and Identity of the University of Dayton* (2012)

- Responsiveness to the demands of diversity, equity, and inclusion and the importance of global and intercultural learning and scholarship for an American Catholic research university in the 21st century
- A realistic appraisal of the University's absolute and relative strengths, potential, and limitations
- Consideration of the responsibilities inherent in mission- and vision-based institutional stewardship

Key outcomes expected from working groups

Each working group is asked to cultivate widespread and robust campus participation, in consultation with the Steering Committee, and report on the following:

- Three to four primary observations about its guiding theme from campus conversations
- Three to four strategic aspirations associated with the working group theme and a rationale for each of those aspirations

A progress report from each working group will be due to the Steering Committee no later than Friday, October 28. A more comprehensive report will be due from each working group by Thursday, December 22. (The Steering Committee will design the format for this report later in the semester.) These reports, interpreted and synthesized by the Steering Committee, will inform the Board of Trustees' review of the Strategic Visioning process at its mid-January retreat. Following the Board's review, the working groups will be involved in further consultation regarding successive drafts of the final Strategic Visioning documents.

Coordination among the working groups is expected to occur, in part, through each group's representation on the Steering Committee.

The working groups should also take responsibility for assisting the Steering Committee and other University offices in helping to make faculty, students, and staff aware of opportunities for participation in the visioning process. There cannot be too much communication, through multiple channels, about the strategic visioning process.