

Welcome: Dean Tom Smith

Thank you for being here. This is an opportunity to direct the future of the college for the next 5 years. I am a person who prefers product over process, but we need to get buy in from all sorts of stakeholders and the Appreciative Inquiry process will help us do this. The summit will include stakeholders from across the state and from a variety of groups – hospitals, school systems, the Department of Education in Little Rock, and others. This is not a top down effort. Your input is important. I know that your time is valuable and that you have a lot of priorities competing for your attention. I appreciate you being here and participating in this process.

Mary Jo Greil, Carson Greil Group: My essence is the development of people, organizations, and groups. I have worked in public schools, a college of education, and in business—start-up, midcap and Fortune 50 leading large scale change and facilitating strategic planning. I have consulted with businesses and have also launched an initiative called Imagine Memphis. I find that my work keeps being drawn back to education. A few years ago, I started working with University of Memphis College of Education. They had not had good experiences with strategic planning, so we decided to call our work “Futures Planning” instead. The AI process culminated in a summit with 200 participants. The focus topic for their summit was: “The University of Memphis, College of Education is The Metropolitan College of Education that is leading, relevant, and engaging.” The summit launched a set of initiatives and cross-functional interdisciplinary teams that achieved tangible results.

Introductions:

Mary Jo: The design team is made up of a cross-section of people within the College. Diverse talents, some similarities, some like hands on and some are new folks, some are experienced people in COEHP, some are creative people and some are analytical people. At the summit there will be a broad and diverse cross-section of stakeholders participating. It is important to make sure that everyone has a chance to be heard. “Equity of Voice” is a key foundational principle for AI. If there is a summit, then there has to be equity of voice. The agenda is going to be action-oriented as well.

Review Agenda:

Rules of Engagement:

- Adhere to the schedule; start on time; end on time.
- Listen for understanding
- Be 100% responsible
- Be fully present
- Cell phones on vibrate

Scope of Futures Planning:

- Time horizon - 5 year plan
- Degree of change desired?
 - if we do no planning whatsoever, there will be drastic change
 - what amount of change does the Dean support?
 - we've had a lot of change already, and are we trying to adapt to the changes we've already experienced or are we welcoming more changes?

Dean Smith: **I am here for nothing less than transformational change** – not here for minor changes:

- The College needs to be nationally recognized,
- we need for health sciences and nursing to be nationally recognized,
- we need an increase in research productivity,
- we need to see an increase in development,
- we need to change how we do business,
- We need to change how we train teachers and it will probably be different from what we do now. There are major changes coming in teacher education. We are going to be short hundreds of thousands of nurses in this country and we have to address that.

Comments from design team members (cont.)

- it is important to remember why we are here in the first place. We are here to raise the human capital of the state and the communities we serve; that we are here to develop communities.
- Diffusion of innovation – how to bring people along with the change – bringing in hospital administrators and principals and teachers and other stakeholders so that they come along with us.

Mary Jo: Regarding the issue of competing over limited resources or how to protect your share of the pie: instead of thinking of it as one single pie, we can start thinking of ourselves as a bakery and we are making more pies, cakes, cookies, etc. Instead of competing against one another over scarce resources, the goal is to work together to attract new and additional resources to the College, to grow beyond the pie.

Call to Action:

For the sake of what? Why are we doing this? We have to be able to communicate both internally to colleagues and externally to other stakeholders why we are doing this. For the sake of what?

- For the future of the state of Arkansas.
- For the students.
- Our kids have to compete globally, not just in Arkansas or in the United States.

- For the health of the people of Arkansas. Making people healthier. Quality of health and quality of life.
- For the health of the entire institution. Students have choices particularly when it comes to colleges of health and education, and we are losing some of the best and brightest students to other institutions.
- For the health of the College and for the future of the College, so that the chancellor and the provost don't make decisions for us; so that we can attract more resources and more donors. Currently we have the eye and the ear of the chancellor and the provost.
- Academic relevance of the COEHP. We are just one of 19 schools – ho hum – losing market share, losing relevance. We are not academically competitive the way we used to be. We need to be the COEHP that schools think of first when they need to hire new teachers or administrators.

People are going to ask, “Why are we doing this?” We need to be able to tell them clearly and concisely. We need a sense of urgency – not out of fear – but to inspire action. To galvanize support.

A Taste of AI Exercise:

Exercise 1: Interview your partner about a successful project or initiative.

How did it feel to be listened to?

How did it feel to listen to your partner?

Exercise 2: Self-managed teams

Process – self-managed teams – what worked in this process?

- People assumed their roles and the work got done
- Time limits keep things moving and force you to get to the meat and not veer off.

Exercise 3 – Qualities and attributes of the design team that will lead to success:

Desired Attributes: Fun, Great leadership, Proud of Project, Positive outcomes, Developing and living out of a common set of values, Keep mission alive and fresh, Buy-in of stakeholders and team members, Dedication of stakeholders, Using our connections.

Values: Being 100% responsible for the success of this work ; developing a safe environment for learning; respect for people, the process and professions; equity of voice; inclusive; open to the unexpected (serendipity),; being willing to not know; inclusive; creative; synergy.

Procedural/Work Flow: – assigned roles, understand expectations, establish boundaries, clean the slate, open, transparency, using connections, positive reinforcement, communication of the plan.

John Pijanowski's AI experience:

Team Formation:

Reviewed the four stages of team formation: forming, storming, norming, and performing. See article posted on Futures Planning link on COEHP website.

Adjourn

September 17, 2010

Check-in regarding Futures Planning:

Review the Key Terms Document:

Definitions of various roles and terms that we will be using in the AI process. See document posted on COEHP website under "Futures Planning" Link.

Milestones and Timelines

See milestones document posted on COEHP website under "Futures Planning" Link. These are suggested milestones and timelines and can be adjusted to fit this project. We will need to identify the date and location for the summit – needs to happen very quickly as other things depend on this.

Major tasks:

- Logistics
- Communication plan
- Stakeholder Identification and Enrollment
- Summit Topic Choice and Design
- Research that informs the summit – including cascading interviews
- Clarify the rationale for this work

Decision Making:

How will we make decisions? Majority rule or consensus? The groups prefers consensus. The benefit of majority rule is that it is faster. Consensus takes more time. But consensus doesn't have to be slow if we expand the question and try to determine what we are really trying to accomplish or what we really want. By being open and expanding the question, we can move in the direction of consensus.

Basic Logistics:

2 day summit or 1 day summit? The consensus of the group is that we should plan for a 2-day summit.

When: First week of February 2011

Jeremy Battjes and Natalie Disney and Craig Edmonston and Cheryl Whitten will begin forming the logistics team. They will look for dates, locations, costs, availability of key stakeholders and report back to the design team in October.

Metrics

A Futures Plan that:

- can be operationalized, implemented and measured
- is consistent with the theme
- is endorsed by executive sponsors

Post summit:

- Implementation of the results from the summit
- Follow the playbook post summit (i.e.action items)
- Metrics are attainable and meaningful (metrics for implementing the initiatives will come out of the summit)

Design team

- Critical human capital – the design team has to engage the human capital needed to have a successful summit and to implement the initiatives post-summit. This involves recruiting people with the right skill sets and playing to people's strengths within the College and those outside of the College. Identify and engage the people with the strengths and skills that are needed to implement the plan.
- Critical technological and financial resources to meet the plan.
- Be the champions of the process.

The following are recommendations for the focus of the following work. Small groups developed the following recommendations and received agreement from the entire Design Team.

Communications

- Internal Communications start now
- Minutes of planning sessions – send out the minutes to the design team members AND post the minutes to the website
- Clarify the theme of the summit
- Day, time, place of the summit
- Why we are doing this, the reasons behind it
- Documents about AI and other information related to the summit

- Heidi Stambuck is the responsible party for information distribution, but we could form a team to make sure we get her the information
- Facebook page, tweet about it, blog about it, wiki
- Put it on the website and on the closed circuit TV screens
- Best Practices from the top 20 colleges of ed on communication
- Two-way communication – incoming feedback from stakeholders
- Sharepoint
- Printed documents should also be considered
- Communicate actionable goals (pre-summit or post summit)

Logistics

- Start now
- Determine details – time, date, location
- Need to recruit people to the team to help us and not just people on this team
- Identify talent within the College who have technical skills and AV skills
- Need to be able to explain what an AI summit is
- Coordination between the design team and the logistics team – bi-weekly meetings?
- Understand what the other teams were doing
- Identify and launch sub-teams as needed
- Keep everyone involved and informed

Clarifying the Theme of the Summit

- Develop interview protocol based on AI.
- Do we need IRB approval? Full Design Team agreed wedo NOT need it. Could be a hindrance to openness.
- 15-20 interviews within each stakeholder group
- Faculty, staff, students, administrators, external stakeholders in health care, external stakeholders in education professions
- Approximately 100 interviews will be collected
- November 1st complete the interviews
- November – data analysis, themes emerge, and bring this to the November meeting to the design team for consideration
- Recruit people to help conduct the interviews
- Could use cascading interview process?
- Could get students to conduct some of the interviews
- Could use alumni to interview students
- Get assistant professors to interview administrators

At this point, it was suggested that we need an additional team – one to draft a document to define the transformational change we are seeking. The design team would like more guidance from Tom regarding the degree and direction of the change. For example, with regard to teaching, it would be important to know if the change is merely an increase in the number of graduates, or an increase in the quality of our grads, and how will we measure that? Instead of merely benchmarking against peer institutions, we should be looking at aspirational schools and best practices at the best schools in the country. Is it possible to make a quantum leap forward, to establish some stretch goals for the college?

Team Formation: (Some are volunteers, others are recommended and will be contacted by the team lead)

- 1) **Logistics:** Team lead – Jeremy Battjes; Members – Natalie Disney, Craig Edmonston, Cheryl Whitten, OADA team, Taysha Carter, Brittany Grinstead, Hollianne Williamson, Bev Saviers.
- 2) **Research/Historical:** Team Lead – Natalie Disney; Members – Chris Lucas, Jona Kronenberger, Jamie Banks, Heidi Stambuck, senior faculty. Clartha will ask John Newman if he could produce a historical mural for the College.
- 3) **Evaluation:** Team Lead – Claretha Hughes; Members – Janet Penner-Williams, Wenjuo Lo, Sean Mulvenon, Nan Smith-Blair.
- 4) **Documentation:** Team Lead – Sean Mulvenon; Members – Kimberly Baker, Jeremy Battjes, Jennifer Hazelrigs, Mike Mill, Jay Greene. (Kim Baker and Jeremy Battjes will contact people.)
- 5) **Interviews:** Team Lead – Fran Hagstrom; Members – Kathleen Barta, Heidi Stambuck, Kit Kucharik,, John Pijanowski, Susan Mayes, Kathleen Collins, Ed Reform faculty, Student groups, honors students.
- 6) **Rationale:** Team Lead – Craig Edmonston; Members – Tom Smith, Sean Mulvenon, Fran Hagstrom, Mike Miller, Jamie Banks. Craig is responsible for notifying other people on the team. This team has a short time frame to do this work because it feeds the rest of the teams. Why are we doing this and what we expect to get out of this initiative.
- 7) **Communication:** Team Lead -- Sharon Hunt; Members – Heidi Stambuck, Dylan Hurd, Sung Choon Park, Ches Jones, Mike Daugherty.

Schedule Meetings:

October – 1 full day, October 14, 2010, 8 am – 4:30 pm.

November – November 9, 2010, 1-4:30 pm, and November 10, 2010, 8 – 11:30 am

December – December 8, 2010, 8 am to 1:30 pm

January – will need a meeting; date to be determined.

February – Summit Looking at 1st or 2nd week of February.

How can we strengthen these meetings even more:

- Better chairs
- Everybody here
- Everyone staying for the whole meeting
- Showing up on time

What worked well:

- Active participation
- Planned activities
- Notebooks are good
- Minutes of the meeting
- Facilitation
- Snacks and food
- Establishing rules of engagement

Adjourn