

# Strategic Planning in the Middle of COVID-19

**Caroline Mallory, PhD, RN, Dean**  
**Whitney Nesser, PhD, Associate Dean for Academics**

---

INDIANA STATE UNIVERSITY  
COLLEGE OF HEALTH AND  
HUMAN SERVICES



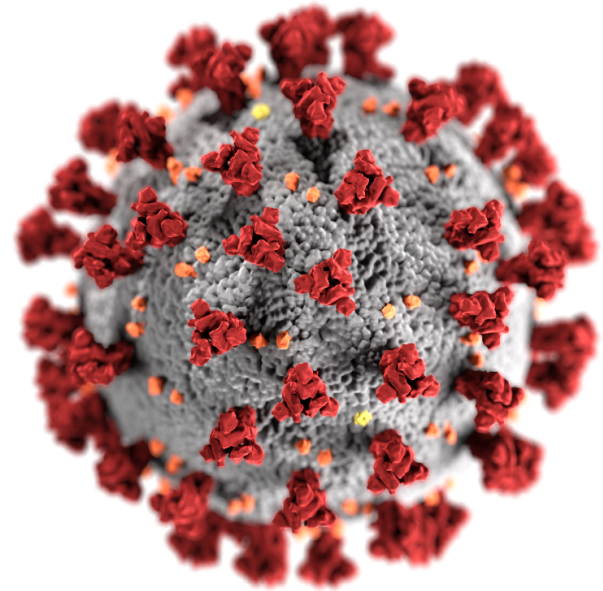
# Problem and Purpose

---

Strategic planning (SP) is difficult, but the COVID-19 pandemic further complicates efforts and jeopardizes the outcome.

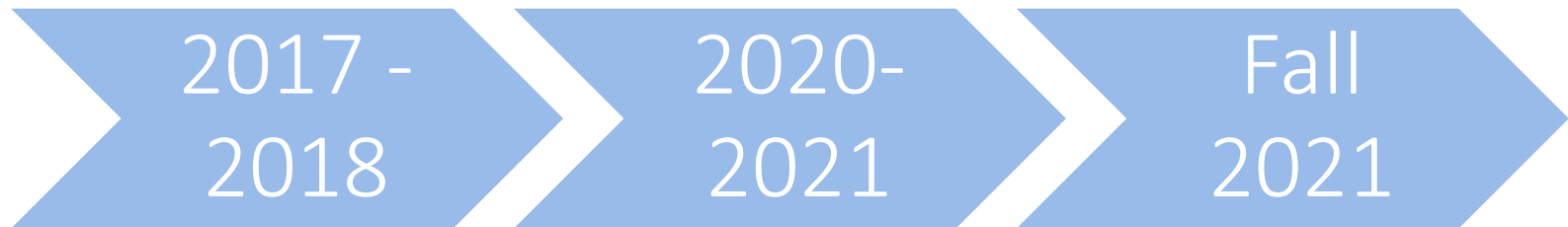
What is the best way to accomplish SP during the COVID-19 crisis?

Revise our Strategic Map to Ensure Students, Faculty, and Staff are Empowered to Thrive in Complex and Challenging Environments.



# Background and Timeline

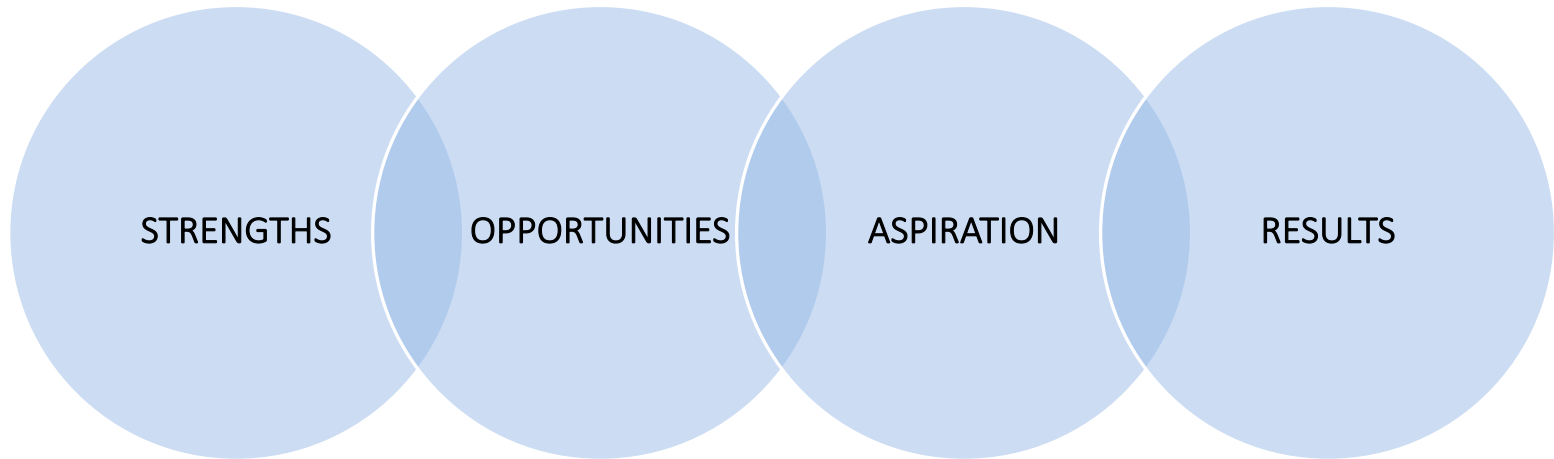
---



# SOAR Framework

(Stavros, Jacqueline & Cooperrider, David & Kelley, L.. (2003). Strategic inquiry with appreciative intent: Inspiration to SOAR!.. *AI Practitioner: International Journal of Appreciative Inquiry*. 5, 10-17)

---



# Addressing SP Challenges through Consensus

---

College wide communications

Selection of the working group

Stakeholder identification

Data collection tools

Remote Meetings and Attendance

Iterative Process led by Faculty and Staff

Facilitated by Deans

COVID-19 Backdrop



# Before and After

Mission	Vision
<p>The College fosters student excellence and develops productive citizens who function as skilled health and human services professionals to improve the health and wellbeing of the communities we serve. We exemplify teaching, scholarship, service, and community engagement through health initiatives, innovative thinking, and lifelong learning.</p>	<p>To serve as a leader in developing health and human services professionals who will positively impact communities.</p>
<p>We prepare students to become professionals who improve the wellbeing of individuals, families and communities. Through teaching, research, service, and community outreach we serve the public and engage students with robust scholarly practices and experiential learning designed for career readiness.</p>	<p>To be a leader in the development of professionals who will positively impact communities.</p>

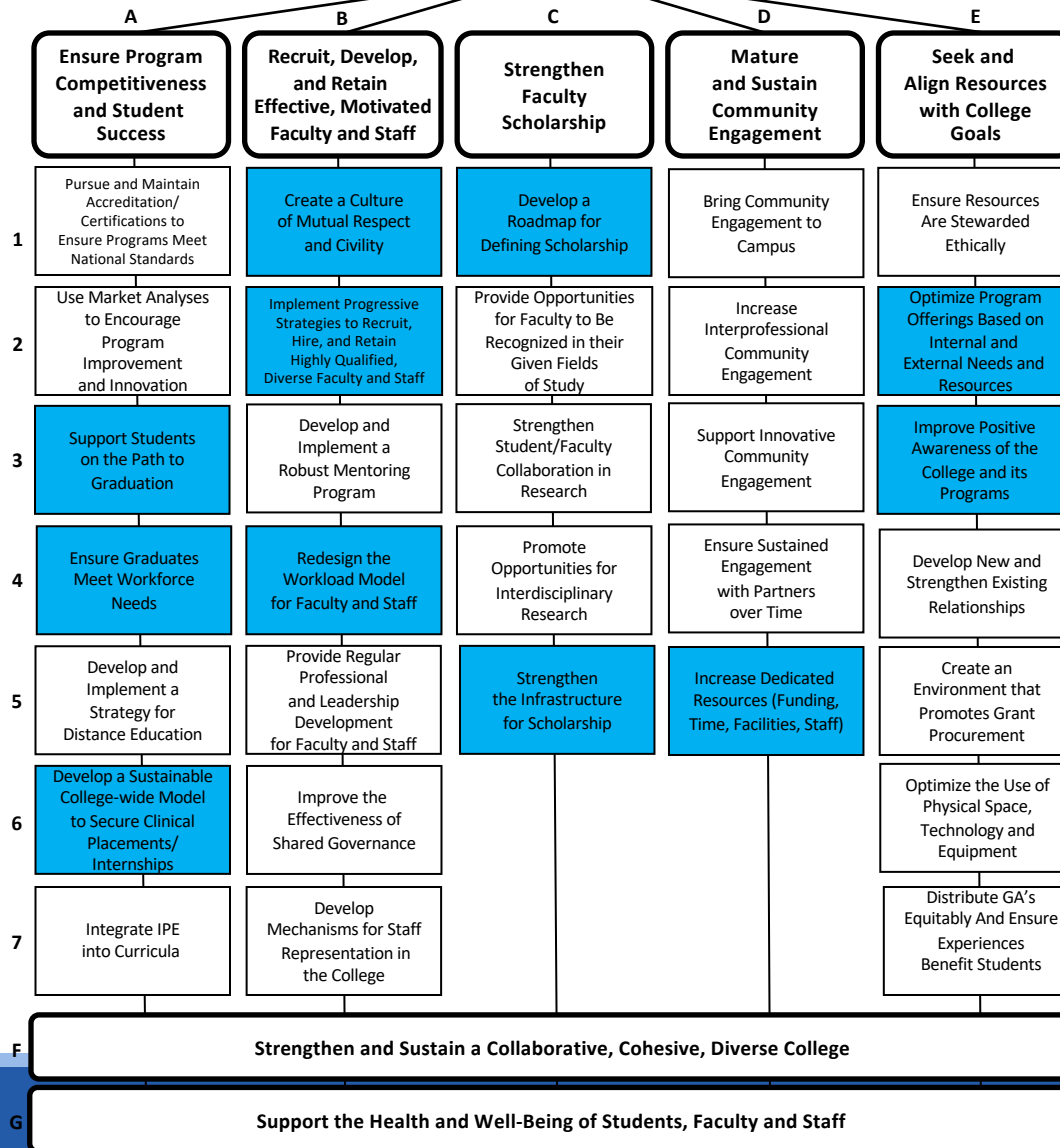


# Indiana State University College of Health and Human Services Strategic Map: 2018-2021

**Enable Students, Faculty and Staff  
to Thrive in a Complex,  
Challenging Environment**

Blue Indicates  
Priority in First Year

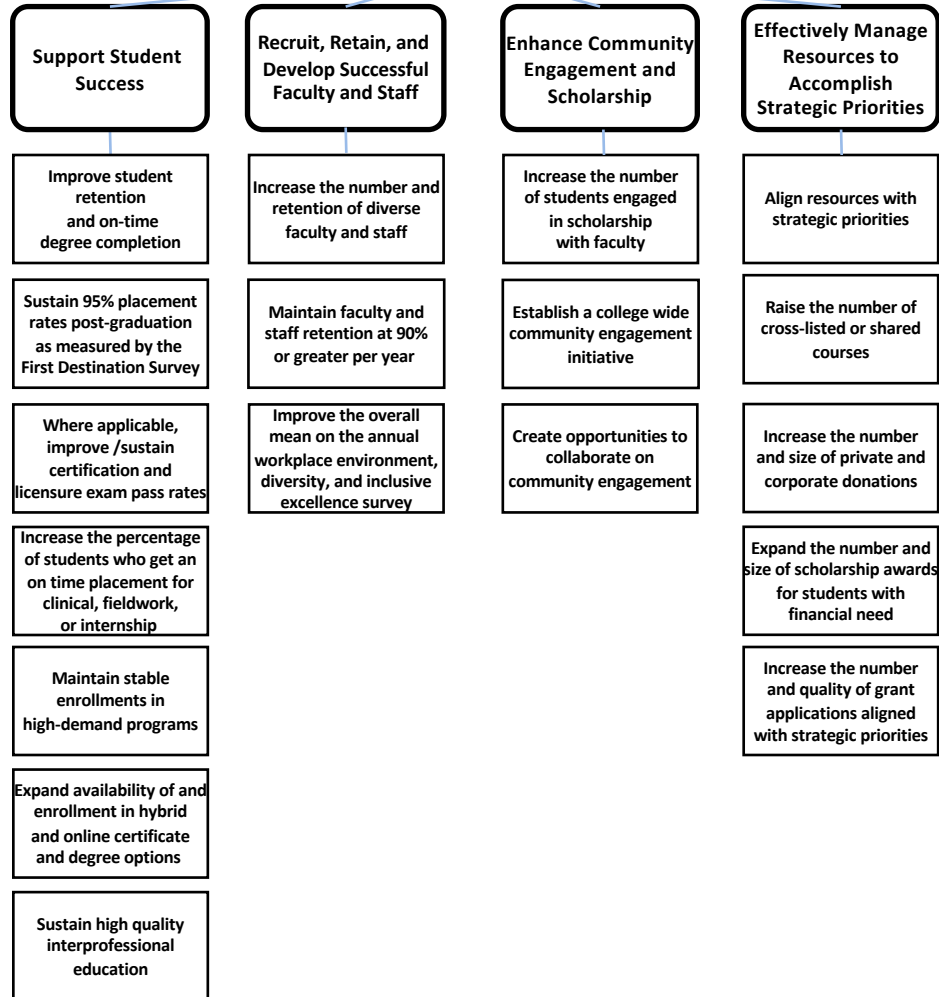
Review Due in  
January, 2021



**Indiana State University College of Health and Human Services  
Draft Strategic Map: 2021-2024**

**Empower Students, Faculty,  
and Staff to Thrive in Complex and  
Challenging Environments**

Review Due in  
January, 2024





# SP Has Gone Better than We Thought it Might

