



**BALL STATE
UNIVERSITY**

Integrate Design Thinking & Liberating Structures to Increase Buy-in

SCUP 2019 North Central Regional Conference

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Presenters

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Ball State University

- Founded in 1918, BSU is a public institution in Muncie, Indiana.
- Carnegie classifications: Research 2 & Community Engaged Institution
- 22,500 graduate and undergraduate students
- 7 academic colleges with 120 undergraduate programs
- 140 master's, doctoral and specialist degrees and certificates
- Ranked by *U.S. News & World Report* among 2019 top 100 public universities in the U.S.



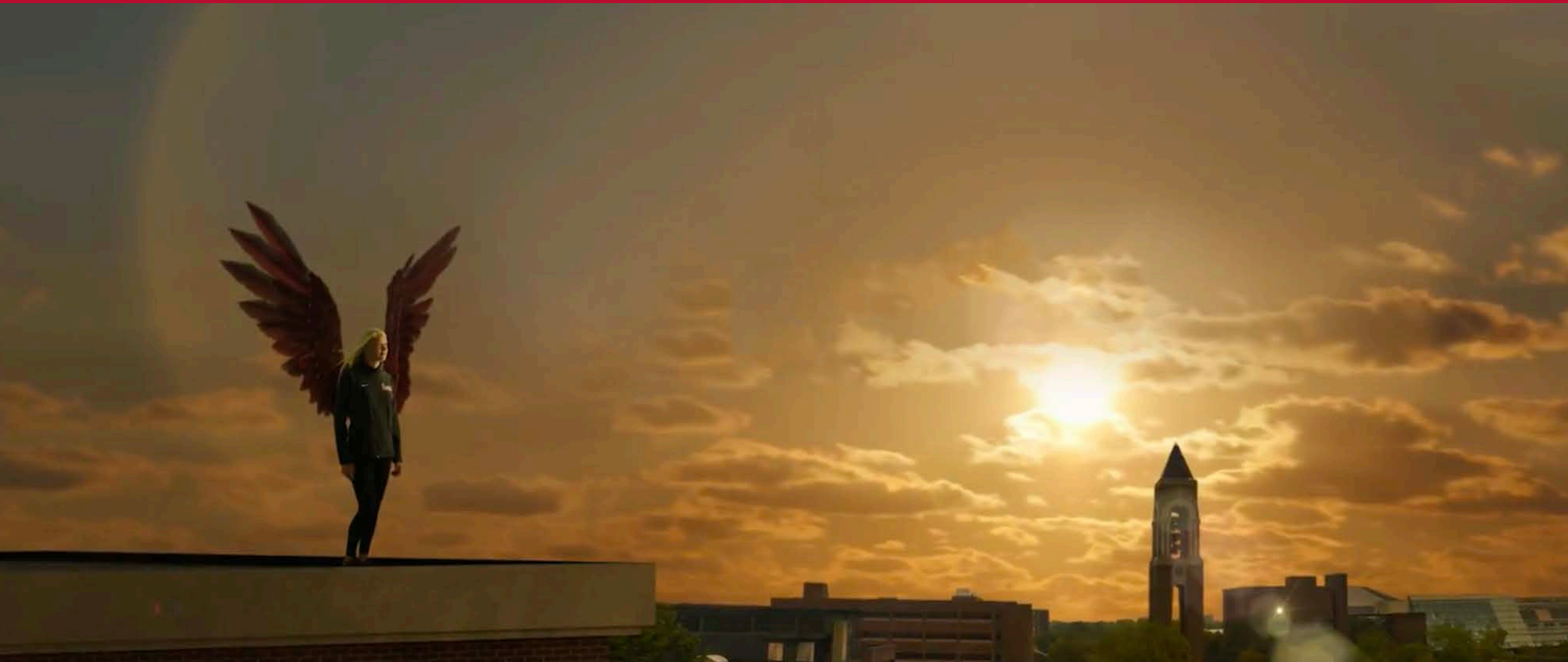
Today's Outcomes

1. Acquire tools to design and develop inclusive sessions for campus-wide engagement in strategic planning.
2. Identify the liberating structures most appropriate for effectively engaging your stakeholders.
3. Synthesize results from design thinking sessions.
4. Transform design thinking data into an action-oriented strategic plan.



SPREADING OUR WINGS

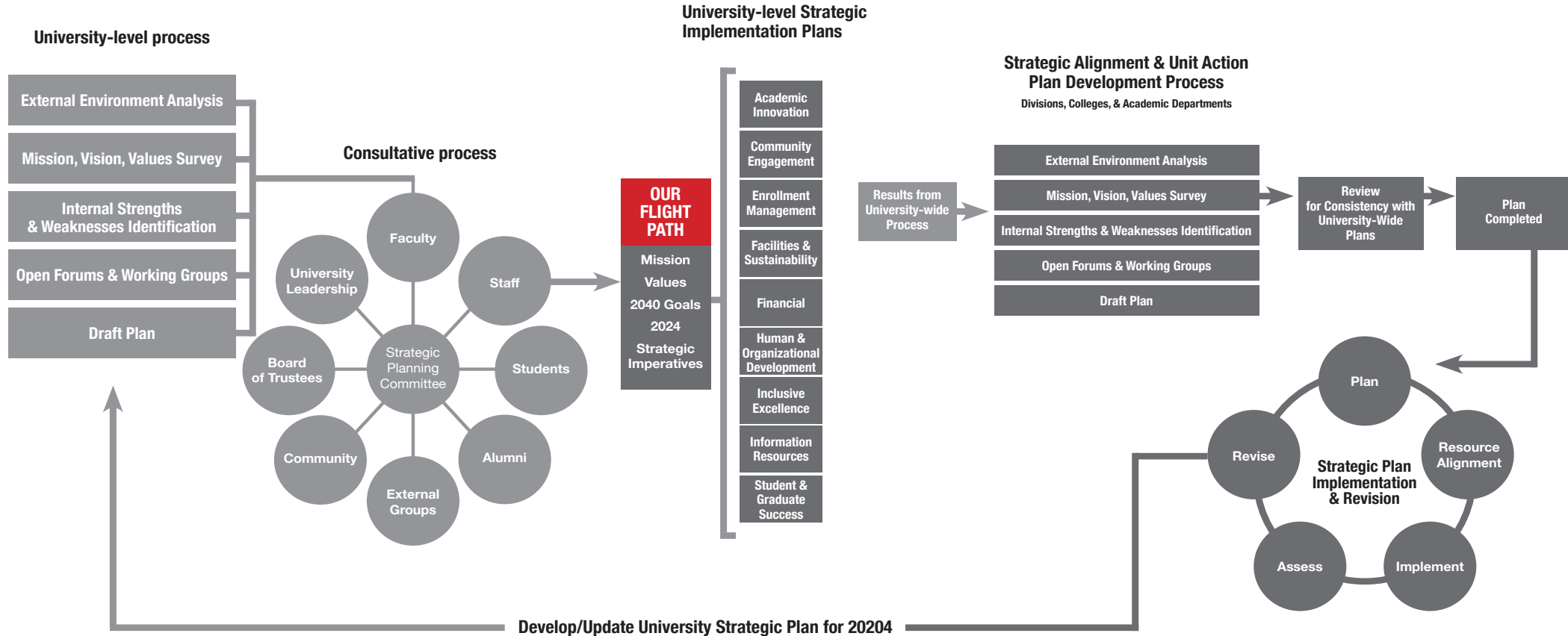
2018 Strategic Planning Process



Ball State's Strategic Planning Process

Phase I Spreading Our Wings: 2018 Strategic Planning Process

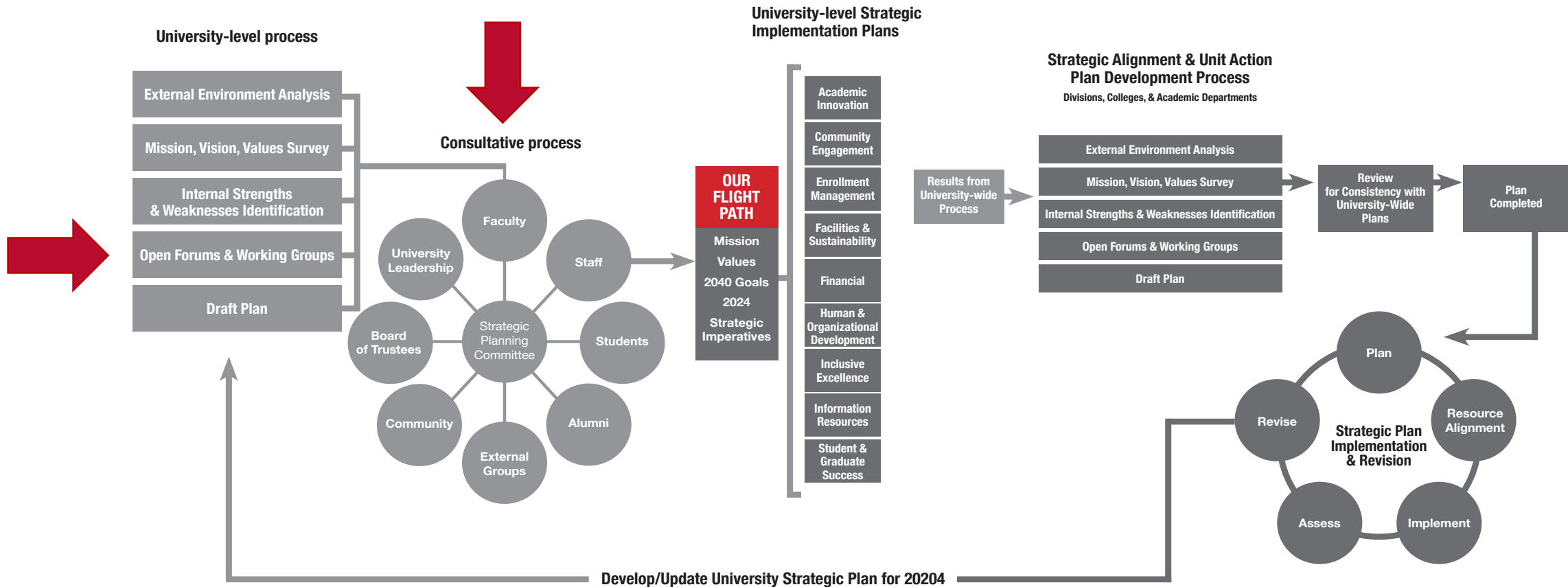
Phase II Our Flight Path: Division/College/Department Planning



Ball State's Strategic Planning Process

Phase I Spreading Our Wings: 2018 Strategic Planning Process

Phase II Our Flight Path: Division/College/Department Planning



Design Thinking

Human-centered process for creative problem solving that encourages organizations to focus on the people they're creating for.

Using design thinking strategies helps guide the process of developing better products, services, and internal processes.



Why Design Thinking?

It can help you or your team surface unmet needs of the people you are creating for.

It provides key stakeholders a voice in the development process.

It reduces the risk associated with launching new ideas.

It generates solutions that are revolutionary, not just incremental.

It helps organizations learn faster.



Design Thinking + Strategic Planning

Empathize – Focus groups with stakeholders

Define – Committee work to establish key issues/requirements

Ideate – Development of goals and strategic imperatives

Prototype – Draft plan development

Test – Feedback sessions with stakeholders

Revise – Final plan development



Liberating Structures























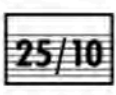











Selection of 33 alternative structures for facilitating meetings and conversations.

Liberating Structures embrace distributed control and include a fairer, larger number of people in shaping the next steps. These structures are designed to foster innovation, inclusion, participation, clarity, purpose, and fun.

Curated by Henri Lipmanowicz and Keith McCandless



Liberating Structures + Strategic Planning

LS Menu 	Wicked questions 	What? debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

Liberating Structures inject tiny shifts in the protocols of how we meet, plan, decide and relate to each other that put in the hands of everyone the facilitative power once reserved for experts only.

<http://www.liberatingstructures.com/>





Our Open Forums

- BSU Foundation Board and Alumni Council Forum
- Students: Tell Us What You Think!
- Serving the Needs of Community, Region
- Clarifying Our Research Mission
- Administrative Efficiency, Effectiveness, Excellence
- Diversity, Equity, Inclusion: Defining Institutional Identity
- Serving the Needs of Our Community and Region
- Big and Bold Ideas: Creativity and Innovation
- Putting Students First: Teaching and Learning





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Student Forum: Tell Us What You Think!



LS: Design Storyboards

It is the year 2023. Pick your favorite platform for getting information (newsprint, twitter, Instagram, Facebook, snapchat story) and design three trending headlines and stories about...

1. Something you want to change about BSU
2. Something you hope BSU keeps or expands
3. BIG and BOLD announcement about the student experience.



Administrative Efficiency, Effectiveness and Excellence



LS: Shift and Share

There is a theme featured at each high top table. A facilitator will give prompts for you to consider.

- What data, information, and technology resources would help you be more effective?
- Does the work environment support your success?
- What do you believe are the characteristics of a positive work culture?



Big and Bold Ideas: Creativity and Innovation



LS: 25:10 Crowdsourcing

If you were 10 times bolder, what big idea would you recommend for Ball State as we enter our second century?

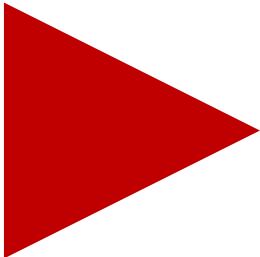
What first step would the University take to get started?



Synthesizing Results



Synthesizing Results



Synthesizing Results

Administration Efficiency, Effectiveness, and Excellence

University Communication		University Data		Inefficiencies	
Systems/Processes	MarCom	Tools	Methods	Work Schedules	Collaboration
Digest	Process				
Develop “more attractive” Ball State digest that integrates graphics and enlists a professional writer to edit the materials so that they are engaging and succinct [23]	Decentralize marketing and communications and/or give each college a person to facilitate communication and news [30]				
Develop way to signal importance of internal communications that come via email [42]	Better explain process MarCom uses to follow up on ideas given to them [39]				
Info Sharing	U. Website				
Provide more ways to share information [61]	Use BSU website to show more faculty and staff success stories				

Synthesizing Results

Administration Efficiency, Effectiveness, and Excellence



APRIL 2, 2018

Administration Efficiency, Effectiveness, and Excellence: What's working? What's next?

Following is a summary of the key themes that emerged from the Faculty & Staff open forum held on April 2, 2018. These themes represent a synthesis of ideas, recommendations, and comments across all of the stations established for this event.

Communication Center system/processes

Many participants indicated they would like to see changes/improvements made to the the Communication Center to make it more useful, succinct, and relevant to individuals. Below are a list of the most action-oriented recommendations:

- Develop a "more attractive" Ball State digest that integrates graphics and enlists a professional writer to edit the materials so that they are engaging and succinct
- Provide the same message in different ways – through different platforms
- Provide more ways to share information
- Include important information on myBSU – similar to Communications Center
- Develop a way to signal the importance of internal communications that come via email
- Not everyone knows how to use the Com Center to manage messages, and Com Center does not always have categories that fit actual messages
- Develop a universal campus calendar
- Schedule periodic meetings to check in with each other, share job duties, ideas, class ideas, etc.

University Marketing and Communications

Several participants made recommendations related to how Marketing and Communications functions at Ball State:

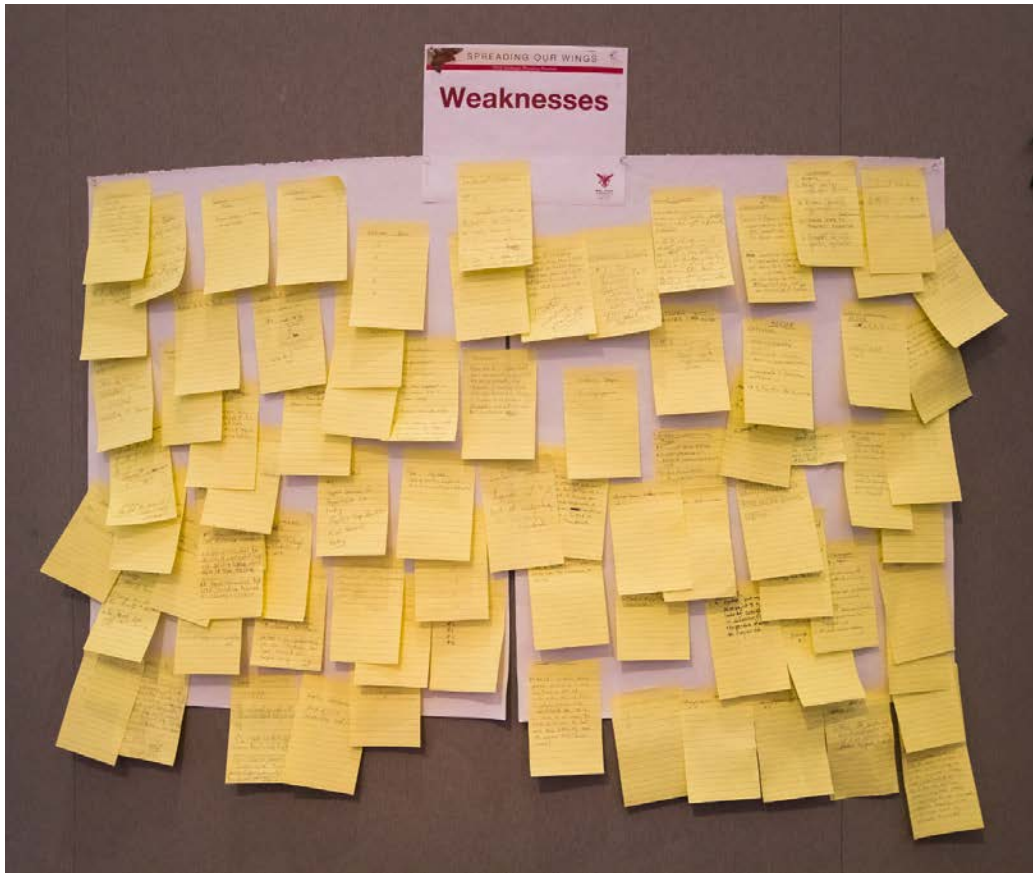
- Help people to understand the process Marketing and Communications uses to follow up on ideas that are given to them
- Decentralize marketing and communications and/or give each college a person to facilitate communication and news
- We should use the BSU website to show more faculty and staff success stories
- We need to do a better job of "marketing of the mission"

Internal communication by developing new systems

Many participants had ideas for new systems (or improving existing systems) to facilitate better internal communications at BSU. Below is a list of action-oriented ideas, many of which were shared by more than one person:

- Develop an intranet for internal communications
- Color code emails from specific groups or individuals (different departments, colleges, areas, offices, etc.)
- Need workflow for performance evaluations that is electronic and processed seamlessly
- Avoid rolling out new systems before fully vetting them

Strategic Planning Committee Retreat



SWOT Analysis

- Forum Reports
- Working group reports
- Survey results



Leadership Conference



Vision Boards

- Where will we be in 2040?
 - Brainstorming
 - Prototyping
 - Storyboarding
 - Report Outs



Action-Oriented Strategic Plan: A Prototype

We identified four long-term goals:

- Undergraduate Education
- Lifetime Learning
- Community Engagement
- Inclusive Excellence

Then identified key initiatives, goals, ideas, under each

- Strategic Imperatives



Action-Oriented Strategic Plan: A Prototype

Strategic Planning Committee workshopped
Strategic Imperatives together over a series of meetings

Released to campus for review

- Feedback forums and feedback survey led to plan revisions



Action-Oriented Strategic Plan: A Prototype



LS: 15% Solutions

“If you could reallocate 15% of your time, which strategic imperatives would you be most interested in tackling?”

What can you do to move that strategic imperative forward?

What is something you are doing now that you can give up or do more efficiently so that you can focus on a particularly important strategic imperative?”





DESTINATION 2040 OUR FLIGHT PATH

The 2019–24 Strategic Plan for Ball State University

<https://www.bsu.edu/about/strategic-plan>



**BALL STATE
UNIVERSITY**

Questions?

