O'NEILL
SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS

Stewarding Social Betterment and Environmental Sustainability

Strategic Plan 2022-2027

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MESSAGE FROM THE DEAN

When I joined the O'Neill School just over two years ago, I had many enlightening meetings with faculty, staff, alumni, and students on our Bloomington and Indianapolis campuses. I heard what they love about this school and their desires for its continued success and learned first-hand that the people of O'Neill are passionate, accomplished, and hard working. Their commitment of purpose supports the remarkable academic programs, high quality research, and with our tremendous staff, moves those in the School to be leaders in making positive change. It was immediately clear to me that O'Neill has set a high bar for achievement and is well poised to deepen and further expand its impact and reputation.

In fall 2020, as my understanding of the School's rich history, accomplishments, and strong culture grew, I initiated a year-long strategic planning process to create a vision of our future and a roadmap to achieve it. It was particularly important to me that this effort be inclusive and tap the diverse experience of our community. More than 150 people participated, and everyone in the School had opportunities to provide input on all interim drafts individually and in numerous meetings through the year.

The resulting plan, *Stewarding Social Betterment and Environmental Sustainability: Strategic Plan 2022-2027*, describes our collective mission, vision, and core values. It articulates five high-level goals and a set of strategies and initiatives to achieve them. It is specific enough to serve its guiding function but broad enough to allow us to act on unforeseen opportunities and respond to new challenges as they arise.

Too often strategic plans are forgotten as soon as they are complete, little more than words on paper. In contrast, this plan, created through the efforts of so many people, will guide and inform our program decisions, hiring and professional development, operational planning, fundraising, and marketing and communications. Our implementation plan will prioritize the many initiatives in the strategic plan; establish timelines, resource requirements, and metrics for each; and outline an ongoing process to monitor progress toward our goals and adjust them in light of changing circumstances. Our strategic plan will be a living document that we revisit regularly and against which we measure our progress. We will fulfill its promise.

Our future is bright! I see an O'Neill School that is excellent in all that we do. We are innovative teachers, lighting up the minds of our students, future leaders. We are cutting-edge scholars winning funding in highly competitive federal and other arenas to support research that informs policy. We are a unified team, encouraging and supporting each other in the common purpose of improving our communities and by extension our world.

I am very proud of our community's plan and thank everyone who participated in the planning process. The plan has benefitted enormously from each of you inside and outside of O'Neill—and I particularly appreciate the dedicated work of our Strategic Planning Committee, its tireless co-chairs, and its several sub-committees.

Siân Mooney, Dean

INTRODUCTION

Whether it's a transformative classroom experience, a scientific discovery, or an insight gleaned from a data set, the importance of any breakthrough is ultimately measured by its translation into high-impact policy and practice: from the student leader turned nonprofit director who reinvents how we confront poverty, to tax incentives that reduce carbon emissions, to the creation of a citizen review board that rebuilds trust in local law enforcement.

At the **Paul H. O'Neill School of Public and Environmental Affairs,** we excel at both generating new knowledge through basic research and translating that knowledge into societal action. We enable this far beyond our school walls by educating the next generation of leaders in research, policymaking, and management. The efforts of our faculty, staff, students, and alumni strengthen democracy and improve the health of our environment. Through their work, we make a powerful impact for the greater good.

Our school is a rich confluence of eminent scientists and scholars in fields ranging from criminal justice to environmental informatics, from rural land policy to arts and nonprofit management. O'Neill's prestigious national and international reputation is the result of an unparalleled breadth of academic programs and scholarship amplified by our unwavering commitment to crossing disciplinary and sector boundaries. By working at the crossroads of science, human behavior, and leadership, we open new avenues for more trustworthy, equitable, and sustainable outcomes.

O'Neill's distinctive culture and structure uniquely position us to focus on the fundamental question of *stewardship***: how individuals, institutions, and organizations of every kind can better fulfill the responsibilities entrusted to them and lead in creating social change.** Embracing stewardship—individual and collective responsibility for the world around us—offers a vital starting point for social and environmental sustainability.

We are fortunate in our many sources of inspiration
The O'Neill name on our school is much more than a tribute to individual generosity. We are fortunate that Paul O'Neill was a business and civic leader who stood for integrity, human dignity, transparent governance, and solutions grounded in science and data. His insistence on no-excuses excellence and a "people first" culture sets a standard for the entire O'Neill School community.

We also benefit from the model of our trailblazing Nobelist Elinor Ostrom, whose scholarship challenged "the tragedy of the commons" and affirmed that people around the world organize and collaborate for the common good. The empathetic and analytically rigorous frameworks that she used to overturn conventional wisdom continually inform our own explorations of stewardship and help us understand complex challenges facing society and propose solutions.

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Our students provide a wellspring of energy and fresh perspectives. With more than 25 academic programs—many ranked among the best in the nation and world—we attract the next generation of values-driven leaders with a remarkably collaborative ethos. They see our programs as promising the best and most diverse possibilities for meaningful, purposeful lives, and they hold us to that promise.

This strategic plan is a roadmap for how we'll build on our strengths and move forward over the next five years.
O'Neill is already widely recognized and respected for translating groundbreaking ideas and evidence into policies, practices, laws, and leadership approaches that transform human progress. But we are confident we will do better because our core strengths are what the challenges ahead demand:

Our capacity to work at scale. We are the largest school of public administration and public policy in the United States. None of our peers match our expansive community of scientists, scholars, and practitioners.

Our collaborative culture. Energized by the School's distinctive "departmentless" structure, faculty and students have the freedom to pursue ideas and work with inspiring colleagues across multiple disciplines. Staff similarly cross office boundaries to deliver wrap-around services that meet complex faculty and student needs. And as one school on two campuses in very different settings, we have a portfolio of complementary and potentially collaborative programs that make us greater than the sum of our parts.

Our deep experience bridging the public, private, and nonprofit sectors. Our translational power is rooted in understanding and teaching how to lead very different players and sectors toward shared goals. Every successful leader— whether a public servant, CEO, or nonprofit director—must know how to craft robust coalitions and partnerships.

We are clear-eyed and hopeful in equal measure. We see genuine momentum building throughout the public, private, and non-profit sectors to reimagine stewardship as a means to a common vision of "better," a vision that's continually being forged by credible evidence, broad engagement, and an ethos of service. We know we can make significant inroads into the biggest challenges—from the systemic disparities of income, health, education, and justice to the existential threat of climate change. We've proven that when scientists, social scientists, and experts in policy and management join together and translate inquiry into action, great things can happen.

MISSION, VISION, AND VALUES

Mission
The Paul H. O'Neill School of Public and Environment Affairs works to build a better world by stewarding the development of equitable and inclusive societies, democratic governance, and a healthy, sustainable environment. With partners across the public, private, and nonprofit sectors, we pursue education, scholarship, and civic engagement at the crossroads of policy, science, and management. We give our students the knowledge and skills to have a significant impact in diverse settings around the globe.

Vision
O'Neill faculty, students, and staff together achieve globally recognized breakthroughs in public affairs and environmental sciences and translate discoveries into solutions that expand and deepen human, societal, and environmental well-being.

Values
Diversity: Recognizing that diversity of backgrounds, experiences, and viewpoints is a strength; respecting the dignity of all individuals; and expanding our cultural intelligence and awareness.

Excellence: Aiming to be the best in all that we do and developing the professional and personal capabilities necessary to improve the world through our work.

Meaning and impact: Pursuing careers and service that add purpose and meaning to our lives, encouraging others to do so, and improving quality of life for individuals and societies.

Ongoing learning: Continuously developing the skills, knowledge, experience, and sound judgment necessary for wise and informed decision-making.

Well-being: Emphasizing the well-being and safety of individuals and the health of our natural environment as essential for thriving communities and well-functioning, just societies.

STRATEGIC GOALS

We will realize our vision through the following goals:

Catalyze research that drives solutions to the world's most pressing societal and environmental problems

Provide innovative education and leadership preparation

Advance diversity, equity, and inclusion

Foster a welcoming, connected, and engaged School

Pursue strategic investment to support our vision

These goals are interconnected, each contributing to and depending on the others. The first four goals define the distinctive ways in which we pursue education, research, and service. They form the essential condition not only for O'Neill's success as the School we wish to be but also for the healthy, thriving society in which we want to live. The final goal focuses on resources needed to move forward these goals.

Catalyze research that drives solutions to the world's most pressing societal and environmental problems

Through research across diverse and complementary fields, O'Neill helps society understand our world and the behaviors of groups and individuals in it. We translate this knowledge into the design of sound policies, effective governance, and the organizational competence necessary to address society's pressing environmental and human challenges—most prominent among them, climate change and the right of all people to dignity, healthy lives, and democratic participation.

1. **Recruit, mentor, and support a diverse group of exceptional researchers**

    - Pursue hires that increase O'Neill's focus on important social issues and grow our capacity to create solutions that further justice and equity throughout society.

    - Create robust mentoring strategies—peer-to-peer, senior-to-junior faculty, group and individual, and others—that support career success among all our faculty and help ensure that diverse backgrounds, experiences, and perspectives are represented in our scholarship and instruction.

    - Identify and raise awareness of fellowships that support scholars, including those from historically underrepresented backgrounds, encourage and support faculty applying for them, and celebrate faculty when they secure such awards.

- Expand opportunities to collaborate with a wide network of scholars, practitioners, and other experts, virtually as well as through face-to-face programs at O'Neill and at their institutions.

2. **Make O'Neill the nation's premier home for research on human-environment interaction and IU's hub of environmentally related teaching, research, and service**

- Increase the number of tenure-track faculty focused on environmental science, policy, management, data, as well as environmental justice, through hires around critical issues in human-environment interaction.

- Lead the development of research and teaching partnerships, multidisciplinary conversations, shared degrees, and large sponsored-research proposals that link science and policy within O'Neill and among IU's schools.

- Provide an increased number and variety of research opportunities for undergraduate and graduate students interested in the environment to build a pipeline of scholars and scientists who bring to bear perspectives from diverse disciplines on human-environment interaction.

3. **Match current O'Neill expertise with critical local, state, national, and global policy needs, and translate our research into actionable policy solutions**

- Leverage the relationships between O'Neill faculty and the Public Policy Institute (PPI) to support the translation of existing O'Neill research into policy solutions and to make PPI a highly visible and respected portal to O'Neill for policymakers seeking advice, information, services, and partnerships.

- Convene researchers, policymakers, public managers, and organizations in the public, nonprofit, and private sectors to identify policy challenges and potential solutions that might serve as fruitful subjects for future O'Neill research.

- Monitor emerging challenges and opportunities in environmental and public affairs and create School-wide forums for discussing potential O'Neill responses.

4. **Identify and provide increased support for high-quality, high-impact research**

- Identify and support emergent research clusters that address societally critical research questions, leveraging O'Neill's strong culture of interdisciplinary inquiry and strengths in basic and applied research.

- Increase our efforts and competitiveness for external funding—particularly large, multidisciplinary grants—by expanding and enhancing research administrative support and training for faculty.

- Identify and support shared research resources and facilities—such as a randomized control lab, data-analytics support, expanded AI expertise, laboratories, equipment, and the like—that enhance multiple O'Neill programs and research initiatives.

- Leverage endowed O'Neill professorships and chairs to advance high-quality scholarship, simulate the creation of research clusters, and catalyze new lines of inquiry that will compete successfully for external funding.

Provide innovative education and leadership preparation

We are exceptional for the scope of our educational programs and research and the richness of our experiential learning across the public, nonprofit, and private sectors. This combination allows O'Neill to prepare future public servants, community leaders, and scholars with the diverse knowledge, skills, and experiences needed to grapple successfully with society's thorniest challenges.

1. **Make our undergraduate program a national and international destination**

   - Strengthen holistic support for undergraduate students from point of enrollment (e.g., orientation, advisement) through ongoing personal and academic engagement to guidance for careers and post-graduate study.

   - Strengthen joint faculty and staff leadership of all undergraduate majors to ensure appropriate academic guidance for students and build cohesive and engaging student -faculty-staff communities around each major.

   - Develop pre-college programs that raise students' awareness about O'Neill programs and thus help establish a pipeline for our undergraduate programs.

   - Identify and support faculty, current and prospective, who are passionate about teaching undergraduates and eager to experiment with pedagogical approaches in a school with as broad an array of disciplines and modes of inquiry as O'Neill.

2. **Develop transformative leaders through the creation of an O'Neill Leadership Initiative**

   - Bring together O'Neill's multiple existing leadership development programs to create a Leadership Initiative with a visible physical, virtual, and programmatic presence on both campuses. The Initiative would coordinate the initiatives below and serve as a resource for all of IU, as well as local governments, nonprofits, and civic associations.

   - Build on the relationships with state government developed by O'Neill Indianapolis to create a State-based Legislative Leadership Program that would provide undergraduate students a semester-long internship with the Indiana Legislature and related coursework.

- Explore potential demand for new undergraduate majors with additional focus on leadership and policy that will help us shape future programs, courses, minors, and degree/certificate options.

- Generate interest and demand for our undergraduate program by creating such pipelines as summer programs and scholarships for high-school student who are visible leaders in their schools or communities.

- Ensure that all leadership education includes information and training related to societal challenges that all contemporary leaders must be prepared to consider and address, such as sustainability and DEI.

3. **Engage every O'Neill student in high-impact experiences that connect classrooms to careers and communities**

- Create more opportunities for experiential learning connected to O'Neill coursework by, for example, expanding the PPI pilot clinic that allows students to work with small nonprofits seeking assistance with program evaluation.

- Develop a zero-credit internship option for all students, identify more paid internships, and raise funds to support students who wish to pursue worthwhile but low-paid or unpaid internships.

- Expand capstone-experience opportunities for undergraduates and encourage students to participate as a means of tying together their undergraduate coursework and linking it to careers and further academic study after graduation.

- Engage more students in research. For example, by successfully developing a National Science Foundation funded "Research Experiences for Undergraduates" program.

4. **Invest in exceptional teaching**

- Ensure access to and incentives for extensive pedagogical training and mentoring for all faculty—tenure track, non-tenure-track, and adjunct—and create opportunities for dialogue among them, as well as with staff, about their teaching experiences and practices.

- Collaborate with IU's teaching and learning centers, schools of education, and other experts in pedagogical design and training to develop innovative approaches to teaching and learning.

- Provide frequent and easily accessed faculty training on effective teaching for students of diverse backgrounds and experiences to foster a more welcoming, inclusive, and equitable environment for our students.

5. **Become a leader in online education for public and environmental affairs**

    - Examine the market demand for and feasibility of expanding graduate-level programs online for students seeking traditional degrees and professionals interested in executive education that might lead to a certificate or degree.

    - Expand current executive education programs into leadership development for such sectors as healthcare, nonprofit organizations, and government, as well as into customized non-credit programs for corporate partners.

Advance diversity, equity, and inclusion

We place diversity, equity, and inclusion (DEI) at the core of O'Neill's culture—values that we strive to live and model. Leveraging the O'Neill Office of Diversity, Equity, and Inclusion and the commitment of students, faculty, and staff, we will increase the diversity and cultural intelligence of the O'Neill community and foster and sustain a welcoming, inclusive, and equitable environment for everyone who engages with our School. We will also draw on O'Neill's multidisciplinary expertise to advance diversity, equity, and inclusion beyond our community, in society at large.

1. **Increase student diversity and our preparation of diverse scholars, researchers, policymakers, and managers**

    - Increase efforts to recruit and enroll students from underrepresented groups through such efforts as increased outreach to secondary and post-secondary schools, additional recruitment events, and financial assistance.

    - Support the retention and timely graduation of students from underrepresented groups through such activities as mentoring, advising, awards and recognition, and financial support.

    - Train all students to think carefully and critically about DEI through research and academic collaborations on DEI issues as well as topical courses that develop skills for applying the social sciences to address inequality and justice in the social, political, economic, and environmental spheres.

2. **Increase the diversity of O'Neill faculty and staff**

    - Implement a proactive recruitment and retention strategy for faculty and staff from underrepresented groups.

    - Identify and implement best practices in mentorship and ensure equitable service obligations and professional support for all groups.

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3. **Instill cultural intelligence as a lived value of our faculty, staff, and students as well as an essential skill emphasized in our curricula and pedagogies**

    *   Revise classroom practices and curricula to incorporate greater inclusivity, offering such support as peer review of syllabi, classroom ground rules, and grading practices.

    *   Strengthen O'Neill's international programming by encouraging faculty to incorporate global issues and perspectives into their course content where appropriate, and encouraging international student and scholar exchanges, including the pursuit of research, training, and work experience in other countries

    *   Expand recognition, understanding, and ongoing discussion of DEI issues through support for such activities as speaker series, training programs, IU assessments of climate and cultural competency, among other activities.

    *   Connect O'Neill DEI-focused research and educational activities with our surrounding communities through such activities as talks and symposia on relevant research, opportunities for area K-12 students, DEI research partnerships with community organizations, and initiatives with local governments to identify DEI implications of current and proposed policies.

Foster a welcoming, connected, and engaged School

We will cultivate a more cohesive community across the wide scope of disciplines, experiences, viewpoints, and campus locations that O'Neill comprises. Beyond our walls, we will build our connections and influence in policymaking and management circles to make O'Neill the go-to resource for informed perspectives on public and environmental affairs for Indiana, the nation, and the world. In these ways, we will ensure long-term success for our students while increasing our direct societal impact.

1. **Build a strong O'Neill culture that engages all members of the School community, creates a sense of common purpose, and engenders mutual respect**

    *   Create formal and informal occasions for faculty, staff and student interaction across our two locations; highlight shared academic, service, and cocurricular interests; and encourage cross-location collaborations.

    *   Reduce administrative, policy, and bureaucratic impediments to Bloomington and Indianapolis collaboration and support a sense of common purpose for our two locations.

    *   Build cohesive student-student-faculty-staff communities around each undergraduate major and other areas of academic focus to create diverse cohorts rooted in common intellectual interests.

- Create events, and celebrations that build meaningful social bonds and connect faculty, staff, students and alumni regardless of campus or year of graduation; for example, an annual service project that is open to everyone.

2. **Establish a marquee presence for O'Neill in state, federal, and international policymaking circles, and be a valued resource in every Indiana county and municipal office**

- Leverage our current activities in Washington D.C. and in Indianapolis to increase our connections with policymakers and build a more visible and active O'Neill school presence in both capitals.

- Create regular opportunities for current and former policymakers and nonprofit leaders to engage with O'Neill researchers.

- Expand our exploration of the interrelationships of federal, state, and local units of government—building on our relationship with the Indiana Advisory Council on Intergovernmental Relations to increase understanding of the outcomes of policy decisions; stimulate applied research on the consequences of policy changes; and improve communication, planning, and collaboration among all levels of government.

3. **Promote O'Neill's education and research expertise among international organizations as well as domestic organizations with international agendas**

- Recruit a distinguished international alumni group to serve as the Dean's Global Advisory Council, aiding O'Neill in building connections abroad, generating funding, and identifying opportunities to connect our education and research international opportunities.

- Create strategic partnerships with international NGOs and educational institutions and become their go-to source for academic and research support/partnerships.

4. **Deepen and grow alumni connections**

- Increase opportunities for alumni to engage with and support O'Neill by increasing engagement with faculty, identifying prospective students, providing career mentoring to current students, and developing expanded internship opportunities.

- Engage alumni working in public and environmental affairs circles to help identify research opportunities, connect with public policymakers and administrators, and raise O'Neill's visibility.

Pursue strategic investment to support our vision

To successfully address our strategic goals, we will strengthen our human and financial resources and build a visible, and compelling O'Neill brand that attracts the best students, faculty, and staff as well as significant philanthropic support. We will systematically connect our resource allocation decisions to our goals to steward the School's resources carefully.

1. **Build a distinctive O'Neill brand identity and communications program that persuasively convey our excellence, distinctiveness, and impact**

   - Emphasize O'Neill's value proposition—both student outcomes and societal impact.

   - Enhance our visibility, recognition, and reputation in Indiana and in national and international policymaking circles.

   - Develop strong student, faculty, staff, and alumni/ae affinity with O'Neill's brand and ensure consistent messages about O'Neill.

2. **Strengthen and diversify our financial foundation**

   - Increase federal, foundation, and other external funding to support nationally competitive research, additional opportunities for graduate and post-doctoral students, and enhanced community outreach.

   - Substantially grow our private fundraising capabilities and results by focusing our efforts to generate significant support for our key aspirations.

3. **Enhance service to students, faculty, and staff by increasing our operational efficiency**

   - Use transparent, understandable, and data-driven analytics to assess and improve O'Neill's performance and better align investments with our priorities.

   - Strengthen coordination and communications between our Bloomington and Indianapolis locations through such initiatives such as common administrative leadership, multi-location staff appointments, and increased use of common technology platforms, among other possibilities.

   - Strengthen professional development opportunities for staff to enhance their career advancement, recognize them as essential contributors to O'Neill's advancement and increase our human resource capacities.

CONCLUSION

How can the stewardship we envision restore the trust in institutions that so many members of society have lost, along with trust in the very notion of leadership itself? At a time of great social reckoning, when so many communities face formidable challenges to their health, well-being, and dignity, it's the most urgent question society faces. Without answers, the best intentions to make a difference in the world will be thwarted

We believe O'Neill offers a way forward. Technical problem solving and achievement doesn't happen in a vacuum here; we pursue ground-breaking ideas and insights *because* we want to translate them into the policies, practices, laws, and social movements that serve human progress. We do so not only through direct translation but also by educating the world's future leaders, managers, policymakers, and environmental experts.

Our expertise, scholarship, and academic programs are wide-ranging, but everything we do ultimately serves a new notion of active, inclusive stewardship: building more responsive institutions, strengthening communities, fostering more resilient natural environments, producing diverse leaders driven by accountability and transparency, and motivating greater participation and investment in the common good.

IMPLEMENTATION OF THE STRATEGIC PLAN

A strong strategic plan must be accompanied by a robust implementation plan that includes detailed descriptions of the strategies and initiatives—what they will look like "on the ground"—and how and when O'Neill will go about putting them in place.

An Implementation Planning Group will create an implementation plan early in 2022. For each strategy or initiative, the implementation plan will identify the key components and activities (*how* it will be undertaken), estimated resource requirements, timelines for implementation, desired outcomes, and metrics for measuring progress against those outcomes. The implementation plan will also designate "owners"—the persons responsible for implementation of the major strategies—and design a process for regular monitoring and reporting on progress toward the goals of the strategic plan.

After completion of the implementation plan, the owners designated for the given strategies or initiatives will work with their respective constituencies to craft more detailed action plans for implementing their assigned strategy or initiative. Regular updates about progress will be provided to the School community.

THE O'NEILL STRATEGIC PLANNING PROCESS

In the fall of 2020, Dean Siân Mooney announced the start of a year-long strategic planning process to create a vision of the future of the O'Neill School and the goals, strategies, and initiatives the School would undertake to achieve that vision. Dean Mooney convened a 20-person strategic planning committee (SPC) to serve as the primary working body for the effort—a group comprised of O'Neill faculty, staff, and students as well as selected representatives of other IU schools. (See Appendix B.) In addition, O'Neill engaged AKA Strategy (AKA), a strategy consultancy providing strategic assistance to higher education and other nonprofit organizations, to facilitate the planning process.

The planning process was designed to tap the widest possible breadth of views from all O'Neill stakeholders in a highly transparent, participatory, and inclusive manner. In the initial phase, AKA gathered and analyzed the perspectives of over 150 faculty, students, and staff across both campuses through individual interviews and group discussions. In addition, numerous comments from members of the School community were received in response to a set of high-level strategic questions posted on a website designed to keep the entire O'Neill community regularly apprised of the status planning process. All of this input was distilled into documents for discussion by the SPC identifying preliminary strategic issues and themes—topics that stakeholders felt were essential for the strategic plan to address.

Through iterative discussion and debate, the SPC identified a set of core strategic issues and established four subcommittees that included many additional members of O'Neill community to explore these issues in depth: *Research; Diversity, Equity, and Inclusion; Innovative Education*; and *Student Engagement & School Community*. From mid-February through mid-April, the subcommittees met to develop detailed recommendations for their respective areas and provide interim and final presentations to the SPC along with a written summary of their work.

The subcommittee reports fleshed out potential initiatives at a finer level of detail than the strategic plan and identified preliminary timeframes, resource requirements, and progress metrics. This work will prove an invaluable starting point as implementation planning begins concurrent with the release of the strategic plan. (The subcommittee final reports were posted on the strategic planning webpage in early May. Feedback on them was encouraged, through small group discussions, one-on-one meetings with SPC members, and electronically via emails to the Committee.)

AKA developed a first draft of the full strategic plan based on the subcommittees' work and feedback to it. The SPC discussed this draft in depth and undertook multiple iterations of revision, review, discussion, and further drafting from May through August. The SPC generated a condensed draft strategic plan in late June and engaged the O'Neill community in two town-hall discussions of this draft. Throughout the remainder of the summer and into early September, AKA and the SPC revised the draft plan to reflect its own ongoing discussions as well as the input gathered over the summer from faculty, staff, and other

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O'Neill stakeholders. This included discussion of the draft plan with the Dean's executive leadership team in a late August retreat.

In a meeting near the end of September 2021, the SPC reached consensus on a penultimate draft of the strategic plan for release to the full O'Neill community. There was extensive discussion of the strategic plan through the end of October in numerous forums, including an online all-School town hall session and meetings of several O'Neill faculty groups. Dean Mooney also solicited response to the draft from members of the Dean's Council, an advisory body composed of leaders from the private, public, and nonprofit sectors. In addition, the draft plan was posted online for review by any member of the School community with responses requested via email.

These individuals and groups shared numerous comments with the Strategic Planning Committee, which identified revisions that were used to prepare to the final draft of the strategic plan.

PARTICIPANTS IN THE STRATEGIC PLANNING PROCESS

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