**Strategic Planning Steering Committee**

**Meeting Notes**

**June 26, 2019**

**Present:** C. Casamento, Y. Kirby, M. Jackson, Z. Toro, R. Wolff, M. Ceppi, K. Kollar

Z. Toro asked M. Ceppi to report on the work of the strategic planning workgroups. M. Ceppi stated that some groups took the task very seriously and completed a great deal of work; others were much more tactical in their approach to the strategic priorities.

M. Ceppi provided separate drafts to the Committee that included the work group submissions as well as some revisions done by M. Ceppi and his team. Z. Toro then asked group members to comment on the strategic priorities draft submitted by the workgroups. After a brief discussion, members agreed that the draft needed significant revision.

Z. Toro charged M. Jackson, R. Wolff and M. Ceppi with the task of revising the document by the end of July. Group members then reviewed the entire draft and made suggestions for improvement, and the Committee also developed a short list of contributors that would be included in the revision of each strategic priority.

The following is a summary of the comments and suggestions for each section of the draft.

**Vision & Values**

*A modern public regional university at the intersection of ambitious pursuit of knowledge, bold ideas, and innovative partnerships that have advanced social mobility and are driving economic, cultural, and intellectual vitality in the communities we serve.*

* Include something about an “inclusive culture.”
* Change “have advanced” to present tense.
* Address the subject of “safety” in the Vision, using a word other than “safe,” as it might imply that the campus is unsafe.
* Consider reordering the Values, placing the most important Values first.
* It is important to mention students in the Value statements (i.e.: “Inspire students to continue to solving critical issues of their time.”)

Committee members agreed the Vision will need to be revised and will brainstorm ways to include safety in the statement.

**Strategic Priorities:**

*1. Increase access and student success*

M. Ceppi reported that the first workgroup did a great job developing their strategic objectives, and Committee members made a few suggestions:

* Replace the word “pipeline” in the first strategy for Objective 1.1.
* Change strategy three in Objective 1.1 to acknowledge the University’s current outreach efforts (i.e.: “Strengthen and expand our efforts to engage…”).
* Some statements should be rephrased to denote ongoing, rather than one-time assessments.

Z. Toro stated that the language in Priority 1 needs some refining, and she asked M. Jackson, R. Wolff and Y. Kirby to revise. K. Peckham and D. Dauwalder will be asked to advise on this priority.

*2. Enhance academic excellence*

* Information Technology should be at the forefront of this entire document, as it is the backbone of operations, curriculum, student success, etc. For example, highlight the importance of IT in Objective 2.6.
* Priority 2 tends to use words like “increase” often; however it will be difficult to find a baseline or any KPI’s for these statements.
* Move Objective 2.3 to the top, and then 2.1, etc.

D. Dauwalder, M. Jackson, G. Claffey and the undergraduate student will be asked to assist with revisions to Priority 2.

*3. Expand community engagement and strategic partnerships*

M. Ceppi noted that Priority 3 needs a great deal of work, and the group did not seem to have a visionary mindset when developing their objectives. Z. Toro agreed and added that, as a strategic priority, community engagement must essentially become part of every aspect of the University.

* Revise priority to make it more strategic and less tactical in nature.
* Reorder Objective 3.1 strategies.

R. Wolff will take charge of the Priority 3 revisions, and M. Ceppi and Y. Kirby will assist. Z. Toro suggested looking at the following community engagement institutions for ideas: University of South Florida, Western Carolina, Montana State and University of New Mexico.

*4. Develop and diversify additional funding*

* Take out corporate jargon such as “commercialize.”
* Many of the strategies are too specific and should be consolidated and/or revised so as not to set too many limitations. It is important to consider thinking outside the box.
* Remove the last strategy in Objective 4.1 – credit and non-credit must remain separate due to prior agreements made with Z. Toro and the deans.
* Add a statement regarding the increase of online courses.
* Shed more light on interdisciplinary programs, which seem to be downplayed in Objective 4.2.

M. Ceppi will lead the revision of Priority 4, with the help of J. Farhat and K. Costellis.

*5. Build an inclusive campus climate*

* The aspect of “safety” is not addressed here. It may be necessary to reword Priority 5, and add a bullet such as: “Develop a system of accountability that ensures the safety and respect,” or “Build and foster an inclusive campus culture where every individual is safe, valued and respected.” Committee members will brainstorm various phrases.
* Clarify that Objective 5.1 refers to culture and Objective 5.3 refers to demographic makeup.
* Eliminate Objective 5.3. The new 5.3 will refer to “Developing a system of accountability that does not tolerate inappropriate behavior.”

M. Jackson, R. Wolff and M. Ceppi will revise Priority 5. Z. Toro noted that the Taskforce Report on Campus Climate should provide some assistance.

*Other Items:*

* Draft revisions and financial modeling should be done in tandem. M. Ceppi will work with C. Casamento on this.
* M. Ceppi will speak to G. Claffey regarding integrating IT into the strategic plan. Mary Ann Nunn may also be a valuable resource.
* The Committee will identify two dates for the upcoming Open Forum.