

CSPP Meeting Minutes  
May 27, 2020

In attendance: Lisa Angeloni, Joanne Bateup, Matt Bender, Suchir Govindarajan, Connie Hall, Bill Keep, Patty Kou, Kiara Mayhand, Rob McGreevey, Amanda Norvell, Joe O'Brien, Dave Prensky, Lloyd Ricketts, Nino Scarpati, Sean Stallings.

Several incoming members joined: Bryanna O'Keefe (Exec VP for Student Government), Jeff Osborn (incoming Provost), David Blake (Faculty rep). President Foster joined at 2 pm for the strategic planning discussion

1. The May 13, 2020 minutes were approved after correction of typos.
2. Introductions were done for incoming members.
3. Arts and Communications Program Proposals. CSPP considers initial proposals for new programs and determines if it is consistent with the mission and strategic plan.
  - a. Restructuring of BFA degrees that covert 3 specializations to 3 new degrees
  - b. 2 new BA programs are also proposed
  - c. Conversion of a specialization in Radio/TV/Film into a new degree in Digital Filmmaking, Television, and Screen Studies.
  - d. Comments and discussion of proposals:
    - i. WE should consider the proliferation of degree even though they are shifting from a specialization.
    - ii. The programs goal is to attract additional enrollment by making the degrees more visible to prospective students than a specialization.
    - iii. However, we have to consider that new courses, particular upper level may be developed and will likely have small enrollment
    - iv. The projections for new enrollment are not necessarily convincing; were these projections completed in consultation with Admissions?
    - v. The student pool is small and there is competition from Rutgers
    - vi. The pool for Graphic Design is somewhat larger (~60 applicants)
    - vii. A broader conversation is needed to assess pool, cost of delivery, new courses that require adjuncts.

Action: Amanda and Bill with provide feedback to Arts and Communication and the proposal is put on hold considering the current circumstances and need for further discussions (specifically with Admissions about student pool).

4. Liberal Learning- Learning Goals for a TCNJ Education

**Action: The discussion on this is on hold for now; there is not sufficient time to consider.**

5. Environmental Sustainability Council (ESC) Sustainability Plan – was put on hold at May 13, 2020 meeting.
  - a. Amanda had a conversation with Brian Potter regarding the proposal. He expressed some frustration considering sustainability is part of the current

strategic plan, not just a future strategic goal. He also indicated that several initiatives were low or no cost.

- b. Last December CSPP had supported the development of the plan.
- c. The reality is that under the current circumstances this plan, as others, is placed on hold.

#### 6. Strategic Planning, President Foster

- a. How should we think about strategic planning now, considering the urgent priorities?
- b. In February some ideas were put forward and CSPP was asked to explore some aspects more deeply as sub-committees in the 3 pillars (diversification, differentiation, external partnerships/relations). The proposed forums were not held due to the limited means of obtaining input and other urgent priorities (eg budget).
- c. So now, how do we consider the current circumstances that will affect us for some time?. As a primarily on campus model, we are vulnerable. So now, we can ask ourselves: Do we have the right mission? Do we need more, different markets etc.
- d. Is there an appetite to transform certain aspects of the mission and how do we begin seeking input from the campus?
- e. The information gained by the sub-committees is still valuable, but taking a step back to look at our Mission and core values before moving forward. The external landscape has changed. The core mission may remain, or it may expand.
- f. Consider our current product and current customers and then look at possible new products and customers. Expanding customers (e.g. add adult learners, veterans) is a change in mission. Change product (include face to face and hybrid) also changes the mission.
- g. We should also look at other institutions that are doing strategic planning (e.g. William and Mary).
- h. There are institutions that will not survive and could be partners with institutions that are better placed. There may be opportunities presented that we may want to consider. We should have some criteria in place in order to be prepared to take advantage of them.
- i. We also need to consider the pillar of differentiation. We cannot what other institutions may do as a result of the circumstances so difficult to know how to differentiate ourselves.
- j. What data, training, background is needed to bring to forums?
- k. Are all the assumptions regarding demographics still true now?
- l. Will this disruption and experience with remote learning actually make an on campus experience more attractive to students?
- m. From this point, we will starting with Mission and Vision, look at assumptions, assess the external landscape and consider our strengths within that landscape.
- n. Practical considerations:

- i. The group leading the strategic planning must be determined. Previously it was CSPP with some additional campus representatives. The president has no preconceived idea of who will comprise the planning group.
- ii. The Board of Trustees wants to be more active and involved much earlier in the planning process.
- iii. The timeline: There are urgent issues to be handled in the next four weeks, but after that the strategic planning should resume. A plan must be in place this time next year.

**Actions: in approximately 4 weeks, CSPP will begin with Mission and Vision.**

**There can be sub-committees again to review:**

**Assumptions**

**The External landscape (not fall 2020; more their long term). Be aware that much has changed**

**Who are we and what are our strengths?**

**Utilize all relevant information from the earlier work on the 3 pillars, but view it with the current circumstances in mind.**

**Look at some other institutions planning processes.**