

ACTION MINUTES  
COMMITTEE ON STRATEGIC PLANNING AND PRIORITIES (CSPP)  
SEPTEMBER 23, 2020

In attendance: Matt Bender, David Blake, Jana Gevertz, David Hunt, Jeff Osborn, Joe O'Brien, Bryanna O'Keefe, Dave Prenskey, Lee Ann Riccardi, Lloyd Ricketts, Nino Scarpati, Sean Stallings

Excused: James Felton, Suchir Govindarajan, Debra Klokis

Not present: Samah Mubin

Minutes of the September 9 meeting approved, with addition of David Hunt to attendance list

President Foster charged CSPP to build a strategy framework

Discussion of past strategy of being an exemplar. Current context of environment, student market/demographics/needs, external environment. Last year, Dr. Foster put forth three ideas to consider regarding strategy: 1) Diversify (students, faculty, staff, menu), 2) Differentiate (distinguish ourselves, emerging strengths), 3) Impact. Another idea mentioned today: 4) Success (student/faculty/staff).

Old strategy lacked priorities, metrics, and a review process. Many initiatives, but unclear who was accountable for getting initiatives done. In light of this, charge: "this year, come up with a strategy/strategy framework. 1) CSPP take charge of culminating the current plan - putting it to bed lovingly and fittingly. Assess what is current in place - find a nice end-game for the plan. 2) Develop and implement a process for strategy formulation that has as requisite to that significant consultation with a wide array of constituents (faculty, staff, students, Board,...) and includes significant communication about where we are in the process, and how others can get involved. 3) CSPP will be at the helm of putting together a strategy framework with no more than four strategic priorities/pillars - what should be done, and possibly what won't be done any more? What does it mean to have a strategy: there will be metrics (annual goals around the priorities/ initiatives suggested), but the strategy will continue to roll forward (always looking towards horizon), with a review process built in. This should be completed so the Board of Trustees can approve the strategy/strategy framework at its June meeting of 2021"

President Foster is considering bringing on a facilitator to guide us, provide perspective, help with the process, and keep us accountable. Administrative review - look carefully at an area, and do it concurrently with an academic review. Can use this information to help with establishing priorities and goal-setting.

Discussion of President Foster's charge

What does an administrative review look like? Role and qualifications of an external consultant? Balancing long-term strategy and nimbleness?

#### Proposal from Provost Osborn of process for developing strategy framework

Preparation (September – October): 1) Engage external consultant/facilitator, 2) Present strategy framework development plan and timeline to CSPP, 3) Summarize outcomes to date for current strategic plan and wrap up that plan, 4) External consultant trains internal facilitators (CSPP members, and possibly additional faculty, staff, and students) to lead virtual focus groups of various stakeholders

Stakeholder Feedback (November – January): 1) External consultant conducts virtual focus groups with Board of Trustees and Cabinet, 2) Internal facilitators conduct virtual focus groups of various stakeholders, 3) Consolidate and synthesize feedback from focus group sessions

Strategy Development (February – March): 1) External consultant facilitates virtual strategy development sessions (in lieu of a two-day retreat) with CSPP-expanded (adding a limited number of additional people), 2) Review and discuss feedback from focus group sessions, 3) Review and update Mission and Vision to align feedback, 4) Develop one-page strategy framework with 3-4 strategy pillars, each pillar with 3-4 objectives and success statements

Stakeholder Feedback on Draft Strategy Framework (April): 1) CSPP presents the draft strategy framework to stakeholders and gathers feedback, 2) Open fora, 3) Survey, 4) Meetings with key groups (e.g., Student Government, Staff Senate, Faculty Senate, Council of Deans, Cabinet, Board of Trustees), 5) Consolidate and synthesize feedback

Finalize Strategy Framework (May): CSPP reviews feedback and revises strategy framework accordingly

Implementation Planning (May – June): External consultant facilitates virtual planning sessions to develop: 1) Year 1 Implementation Plan with annual and/or multi-year initiatives, each with timeline, responsible parties, annual outcome metrics, and alignment with overall success metrics, 2) Annual process including past year's outcomes report, next year's implementation plan, reporting and sharing

Board of Trustees Approval (June)

#### Discussion of strategy process

Questions were raised about financial costs associated with priorities, including allocation and reallocation of resources; workload for the campus community to plan on

this timeline and conduct administrative and academic review (academic portfolio analysis), etc. Role of facilitator.

Respectfully submitted,  
Jana Gevertz