Call to Order-Dr. Domke-Damonte at 6:05 p.m.

Approval of the Minutes

Dr. Domke-Damonte requested a motion to approve the minutes of the meeting of October 29 with corrections noted for proper titles as shown to committee during the meeting. The motion was made by Dr. Barnes and seconded by Dr. Byington. Motion passed.

Old Business

Dr. Domke-Damonte provided general overview of focus group feedback received, and noted that focus groups with tenured faculty, non-tenured faculty, instructors, and professional, support and grounds staff were well received. She
also noted that Dr. Ruse had asked that the committee note that Honors program was not represented in the SWOT analysis and should be included in revisions. Committee members were asked to continue to review the draft report presented that integrates all areas of overview to this point and provides the layout that we will use for the overall strategic plan. She explained that the plan will be presented to the general public in a short-format (without detailed SWOT areas) and a longer, complete version that shows all SWOT areas identified. Dr. Domke-Damonte noted that there continues to be a question across the groups about the balance in growth and key areas. She asked both President DeCenzo and Provost Byington to share their perspectives on these key points to help direct and frame the committee’s efforts on crafting the strategic plan itself.

On the question of why the goal of 12,500 and what is the balance between undergraduate and graduate programs desired by administration (or already planned)?

President DeCenzo - We are fully subscribed to a growth of 2.5% - 3% growth per year, and this means through new majors but especially graduate programs that are focused on who we are and where we are and what is needed. We are committed to growth adequate faculty/staff to do what students need (and to provide resource allocation and budgeting to drive major commitments). We want to retain the 17:1 student/faculty ratio and we currently send 60% of all FTE to academic side. We remain committed to scaling this up as we grow but at 2.5% - 3% growth per year it will likely take until 2023 to reach the 12,500.

Provost Byington – Our mission embraces a teacher-scholar model. Quality of our students can be improved through continuing to increase our profile for accepted students, raising standards, and matching an engaged faculty and quality pedagogy. The new master plan is based on this premise of scaling and revision will be available soon and shared with group as starting point, with new expansion to areas needed to serve 12,500 and to keep pace with growth of students with growth of faculty and staff.

President DeCenzo – noted recent evidence of decline of graduating students, but increase along Southern corridor, so we may have some benefit from the Sunbelt conference. He also noted that there is a year delay between requests and funding and approval of positions in the state right now and so ways to potentially influence this situation may be helpful.

Provost Byington – noted that good faculty are engaged with students and we remain committed to finding scholarships.

Dr. Domke-Damonte noted that especially in the staff feedback it was evident that there was some frustration with the level of sharing and awareness of decision making and its communication and conversation with end users before adoption. Domke-Damonte asked if it was possible to develop a more directed academic program proposal process to offset the frustrations faced by faculty whose concern is both “will we get the resources to make a proposed program work?” and “how will our proposing it constrain our ability to offer existing programs?” for the administration, based on funding available, identify a number of new programs to be supported for the year, open an initial pitching process for them to be heard by a committee which would then recommend a limited number for focused support (based on issues such as being locally meaningful and beneficial, clear tie of all students in the program and faculty mentors to the local and broader community, and tie to job market/skill sets needed for future), which would then be followed by mentoring support from institutional research, accreditation and assessment offices to support an exceptional program being developed, and to which administration would commit specific resources for the upcoming year(s)?

Provost Byington noted that this might be possible but not just tying to job market but also to critical thinking and other skills.

Dr. Viso asked about the breakout between undergraduate and graduate. Provost Byington noted that graduate programs could easily grow by 12 – 18% because we are well below peers and aspirants at 6% graduate programs.

On the question of are we trying to be a R1 institution? President DeCenzo noted that we are not seeing this, but rather to retain a focus on the teacher-scholar model, with the caveat that with doctoral programs require increased research to reach program-specific or accreditation-specific requirements, that these we will respond accordingly as
we embrace such programs. We should not confuse having doctoral programs to raising the research expectations of the campus as a whole (or to being an R1). Faculty need to realize this commitment.

**On the question of communication seems to be a challenge perceived by faculty, staff, and students?** Provost Byington noted a question about communication concerns were tied to what was being said or what was being passed along or both. And suggested that we explore this question in more detail as well.

President DeCenzo asked for suggestions for how to best remedy this perception. Committee members suggested that sometimes information is buried in too many places to find it readily and sharing may not be happening through representation roles as effectively as possible.

Dr. Domke-Damonte noted that this was an excellent opportunity to review communication process/patterns/frustrations and use the feedback to improve management processes, information sharing and adoption of new policies/processes.

Provost Byington reminded the committee that the strategic plan is a living document that will empower changes to policies/procedures to be more productive.

Dr. McKinney asked about how information flow is managed so that reports coming from provost council move throughout the institution. Discussion was held about how faculty get information and share.

Provost Byington asked Dr. Bunton to remind faculty senators that they need to be taking the information shared back to their departments/colleges.

Dr. Domke-Damonte shared that some faculty and staff have mentioned that planning of some input sessions are scheduled at the height of the teaching or student service time period (between 10 – 3pm) and this means that they often can’t participate and finding what happened is too difficult and time consuming so it might be beneficial to consider a central posting point for keeping up with CCU information (like the website for strategic planning to stay up to date on progress).

President DeCenzo noted that he would like to entertain going back to a two-day a week schedule so that there was time for gathering built into the week (e.g., MTH, TF and then have Wednesday available for meetings/engagement, etc.).

Dr. Bunton noted that the faculty would likely back this up.

President DeCenzo noted that with the new campus master plan there would be more space to do so (and encouraged thinking about broadening length of teaching day and alternative teaching models that worked to meet student needs).

Dr. Domke-Damonte summarized the statements of intent responding to these questions as follows:

- We are not moving to research institution (“R2/R1”) status
- There is great support for adding distinctive programs that support growth and development
- We will continue to focus our effort on the teacher-scholar model in scaling up to the 12,500 number and in supporting hiring and resource budgeting.
- We are committed to a scaling effect to get to supporting a student population of 12,500 with a 17:1 ratio preserved as closely as possible.

### 4. New Business

- Dr. Domke-Damonte explained the need to evaluate risk as we consider commitments to the strategic planning for the institution to be sure that we are not missing out on key areas of focus that could have debilitating effects on the institution.
• She distributed example “thinking” document on risk identification and risk assessment. Committee members worked in groups to complete the document (summary provided at the end of these minutes) along with evaluation of a risk assessment grid based on those who included weighting in their assessment worksheets.

• Call to finalize the key priorities for institutional attention in 2016-2021 was made, and each committee member was asked to provide top goals to be focused upon in 2016-2021 as proposals for the final list by November 30 to Dr. Domke-Damonte for assembling to the committee as a whole.
  
  o Committee members were requested to send 4 – 6 proposed key goals worded as “CCU will…” that each embraces a critical overarching theme that needs resource and action focus in the 2016-2021 time period.

5. Announcements

Dr. Domke-Damonte noted that alumni survey and student surveys were being reviewed before posting and asked committee members to review when posted. She noted that these will be posted as soon as possible, and that we will be redacting names of those singled out in student survey for any specific negative targeted feedback, and also those with specific positive focus. General theme/insight from each comment will be preserved. Teal Online replacement systems are being reviewed by various campus stakeholders to narrow the list. Updates will be provided as they are available to the committee on this process.

Next meeting was announced to be held in Thursday, December 3 in Kline Hospitality Suite beginning at 6pm (dinner to begin at 5:30pm).

6. Adjournment

There being no further business, the meeting was adjourned at 8:30pm.

Respectfully submitted,

Darla Domke-Damonte
November 24, 2015