1. Call to Order – Dr. Domke-Damonte at 6:02 PM.

2. Approval of the Minutes

Dr. Domke-Damonte requested a motion to approve the minutes of the meeting of November 12 with corrections as noted:

- Minutes: Page 2/Paragraph 2: Change acronym to read “FTE” not “FTS”
Key Strategies attachment: Page 3/#36. President DeCenzo commented that strategy is stated incorrectly as reaching 12,500 by 2021, but as a measured growth rate of 2.5% - 3% is targeted, CCU will not actually be at 12,500 until about 2023. It was suggested to change the year to 2023 to avoid any misunderstanding of the desired rate of growth. Dr. Domke-Damonte suggested we frame the way we are making the statement by “growing at a rate of 2.5 – 3% a year, to be on point by 2021 to achieve 12,500 by the year 2023.” This adjustment of the representation of the growth will be clearly communicated in the framing of the strategic plan going forward.

The motion was made by Ms. Bowie; seconded by Dr. Barnes. Motion passed.

3. Old Business
   a. Review of SWOT analysis and risk assessment insights: Dr. Domke-Damonte distributed analysis summarized from previous worksheets, taking likelihood and impact together. This allows for you to come back to see the recommendations to think about ratings. Reputational risk, resources, communication and fraud risk are rated high due to more recent effect; financial risk is also staying high. Information technology risk seems to not be highly impacted. The areas were also reflected in an earlier analysis, which helps to look back on the categories in each area. Ms. Bowie asked about risk impact accorded to technological risk, and Dr. Domke-Damonte will check into her question and also noted that this is an incomplete but partial view to start.
   b. Alumni and student surveys: Dr. Domke-Damonte reported that there were interesting themes in both areas.

     389 students took the survey, yielding over 60 pages of feedback. Student concerns deal with food-related issues, both from availability and quality standpoint. Students would like to see more healthy choice options and where they can be located. Parking is another high concern with issues about who gets to park where. Some feel that people living here shouldn’t be moving around in a vehicle and people from farther away should have availability to parking. Another concern was around non-prepared students; preference was to move out those who were under-prepared and concerned about rules. Students enjoyed faculty engagement and would like to see more. Programming that brought other alternatives was reported as a good experience as well.

     284 alumni participated in the survey and appreciated the elevation of the experience where transformation, challenge and the support process helped them get there. Coastal did not do as well to engage them as others. Would like to see alumni council opportunities and engagement with faculty.

No questions were raised by the committee regarding the survey.

4. New Business
   a. Discussion and review of strategic action statements/key priorities: Discussion noted the focus of arriving at large umbrella strategies that could be communicated to departments on campus for their focus of activities, initiatives, programs, and outcomes. A range of themes were noted in the suggested statements received.
   b. Group reduction/revision of key institutional priorities: Currently there are 56 statement items that need to be reduced. Dr. Domke-Damonte asked Committee to think about themes represented in these areas and to combine and identify phrases to effectively arrive at a reduction which we can revisit. Group spent time doing this exercise to reduce the redundancy and look for commonalities. Dr. Domke-Damonte asked that while working on this exercise to keep in mind the themes that we want these goals to speak to. After identifying what the key ones are, we will work on statements that
embrace these themes and enable us to guide and report action. How will your activities in your department show us how we will reach these strategies?

Themes for the overall picture included:

Instructional Quality
Accessibility
Financial Stability
Infrastructure
Employee Support
Reputation (internally/externally), Branding (how you get there), Communication (delivery)
Inclusion

Managed and Supported Growth

Culture (define a few key attributes including diversity, could include Code of Ethics)

Faculty/staff engagement

Dr. Domke-Damonte raised the question if these two important constituency groups should remain together. President DeCenzo pointed out that what both groups have in common is that they are employed by the University. The umbrella is ‘employee’ relations, which speaks to representation, engagement and respect. Dr. Barnes also noted that we should not elevate one group above the other appreciating the fact that they do not have the same experiences and concerns; there is overlap. All contribute to achieving the goal of the institution, as pointed out by Mr. Bunton. Ms. Bowie posed the question of whether employee would be seen as erroneously reducing the consideration of these groups to the perspective of a business model and we have greater concerns for engagement too. Ms. Johnson talked about having the University be the Employer of Choice; Community vs Faculty/Staff. There is disconnect when ‘faculty/staff’ is used.

Student Excellence / Accountability (knowledge, healthy and responsible citizens). Has academic excellence as well as personal development?

From this exercise, the following six key institutional strategies were arrived at in small group and supported by reviewing the proposed 56 statements earlier submitted, as well as feedback from various constituency groups:

1. Financial Stability and Infrastructure

Support university excellence by ensuring appropriate resources and infrastructure for its long-term viability with a strong focus on fiscal accountability, transparency, planning, fundraising and innovative outreach activities.

Motion to adopt was made by Dr. Barnes; seconded by Margaret Fain. All in favor.

2. Academic Excellence and Instructional Quality
Foster academic excellence through a teacher-scholar model with enhanced and supported effective teaching and research practices, expanded learning opportunities and engagement of all campus community members.

(President DeCenzo: add the word ‘campus’ before ‘community’)

Motion to adopt was made by Dan Lawless; seconded by Margaret Fain. All in favor.

3. Accessibility, Inclusion, Diversity

Involve students, faculty, staff and the greater community in an engaged partnership of learning grounded in the liberal arts, based on respect for diversity and celebrating the human experience through appropriate modalities, programs and inclusion

Motion to adopt was made by Dan Lawless and seconded by Margaret Fain. All in favor.

There was a discussion about ‘community’ posed by President DeCenzo

Motion to adopt was made by Dr. McKinney; seconded by Dr. Barnes. All in favor.

4. Tell the CCU Story Effectively

Effectively communicate the goals, successes, contribution and needs of our university, students, faculty, staff and alumni

Motion to adopt was made by Dr. Byington; seconded by Arlise McKinney. All in favor.

5. Student Excellence

Promote an educational environment that engages students to become knowledgeable in their chosen fields, be able to apply those skills effectively, and be committed to act responsible, healthy and productive citizens with a global perspective.

Motion to adopt was made by Mr. Bruenn; seconded by Dr. McKinney. All in favor.

6. An Engaged Staff and Faculty

Foster a community of engaged and qualified staff and faculty by providing them with resources, opportunities for professional development, recognition of their contributions and successes, and personal enrichment.

Motion to adopt was made by Dr. Bunton; seconded by Mrs. Mee. All in favor.

c. Discussion of process for task force: Dr. Domke-Damonte pointed out that the committee is on schedule in this endeavor. Next step will be breaking into groups and coming together in the spring to look at each key strategy. Committee members will be consultants and ambassadors to task forces to work on the goals and objectives for each objective. Meetings will commence every week beginning in January, and Dr. Domke-Damonte will communicate back to the committee on the process.

5. Announcements

a. Dr. Domke-Damonte passed out a list of elements of concern and asked committee to review to ensure all were covered as they review the updated strategies. If something is missing, please advise Dr. Domke-Damonte.

b. Dr. Domke-Damonte introduced the newest team member, Lisa Gagne, who will be supporting this process as it moves forward.
c. Dr. Domke-Damonte asked to move the April 12 meeting back to April 14. All were in favor.

d. Next meeting was announced to be held on Thursday, January 14, in the Wall Boardroom (Wall 222) beginning at 6pm (dinner to begin at 5:30pm).

6. Adjournment
There being no further business, the meeting was adjourned at 9:45pm.

Submitted by Lisa Gagne, December 4, 2015