

## **University Strategic Planning Group**

J. Colleran, C. Brennan, T. Bruce, E. Butler, L. Cornelius, B. D'Ambrosia, R. Day, C. Dietz, J. Dillon, M. Farrar, D. Hareza, J. Krukones, A. Kugler, G. Lacueva, T. Lewandowski, K. Malone, P. Mason, L. Massa, N. Mazanowski, M. McCarthy, A. Metzger (18), A. Miciak, M. Millet, M. Moroney, E. Peck, D. Riley, N. Santilli, W. Simmons, A. Teodosio, D. Vitatoe, S. Vitatoe, A. Welki

University Strategic Planning Group  
Thursday, August 31, 2017  
LSC Conference Room

### Minutes

In attendance: J. Colleran, C. Brennan, T. Bruce, E. Butler, B. D'Ambrosia, J. Dillon, M. Farrar, D. Hareza, J. Krukones, A. Kugler, G. Lacueva, P. Mason, L. Massa, N. Mazanowski, M. McCarthy, A. Miciak, M. Millet, M. Moroney, D. Riley, N. Santilli, A. Teodosio, S. Vitatoe, A. Welki.

Nick Santilli welcomed committee members and asked that introductions be made around the room. He noted today's discussion would be along the lines of the recent convocation by Jeanne Colleran. We have made progress in supporting programs across campus, and he thanked everyone for their commitment. N. Santilli noted the work we have accomplished through the USPG and Strategic Plan; we now have initiatives linked to the budget, and it is time to work ahead.

There were no changes or corrections to the April 20 meeting minutes.

J. Colleran took the floor. She noted that, as Interim President she no longer serves on committees, but that it is customary for university presidents to serve on a committee such as the USPG. She stated there has been a lot accomplished in the past year, noting the important of this momentum.

J Colleran stated that we have been overdue in looking at how our external auditors look at us. While our financial index is now stronger, it was because of endowments, not because of revenue growth. While our financial news is positive, we are at a strong point of choosing how to transform, strengthen and succeed. This moment can be the momentum. As we enter the third year of the Strategic Plan, words to note are transformation and alignment. J. Colleran stated that, in her work as an administrator, this is the first time she has seen the strong alignment between president, provost, deans and leadership. There is a commonality – common dialogue, movement, synergy and collaboration between CAS, BSOB and the rest of University. We need to feed this moment of alignment - there will be a new president, but what we are talking about belongs to us as an institution.

J. Colleran pointed out that the momentum, alignment and changes brought about by the recent restructuring are primary to our growth. We have made good advances toward a solid financial

base through these changes. We also need to address the personal and emotional affects. J. Colleran further explained that anyone who rescinded their decision to retire was brought back – this was truly a “voluntary” program. A small number of separations came about through appraisal of positions – not of the person themselves. We are not on the list of colleges that fail – but we have to be nimble and pro-active, more now than ever.

J. Colleran reported that JCU’s CFI Financial Stability scores is 4.49, which translates to “Direct institutional resources to allow transformation.” Last year our number placed us at “reengineer the institution.” We did – painfully – and transformation must occur this year. It is necessary to set a timeline by December to act on those things that will make the greatest difference to the University transformation.

Another reason we have momentum is due to the very important government structure we devised. All committee work feeds through the USPG. We have a Plan in place and now is the time to act.

J. Colleran noted four things she would like to see discussed and moved on:

1. Magis Learning Commons.  
The Magis Learning Commons has already been discussed and approved. We have some financial support.
2. Direct Admit to Programs  
BSOB enrollment has improved and CAS is holding steady. The story is positive, but not enough that we can all breath a sigh of relief. Direct admit is utilized in Boler, and students want more. Direct Admit provides student information and allows for planning.
3. 3-College Structure  
We need to think about whether we can achieve what we need to achieve with the current two-college structure, or look at three very strong entities at sizes that can be managed and are outward facing. Boler has a strong outward facing reputation. CAS has tremendous strength in sciences, but there is more we need to do. NonProfit, and other programs that are professional and not liberal arts disciplines can be moved into a separate college.
4. Experiential Transcripts  
Need to look at what we are providing – immersions, internships – there are many, but they are not systematically aligned. Need to quantify number of opportunities and way to measure impact.

J. Colleran explained the “Target City” integrated outreach program, which is a coordinated effort across advancement, enrollment, student affairs, and academic affairs.

J. Colleran asked for questions and comments.

A question was raised regarding the 3-college structure, and where leadership anticipates resistance. There was discussion on the need to speak to those groups that resist change. A concern was raised that the current environment lacks the nimbleness to get things done. There was concern raised that the Faculty Handbook was not flexible enough for the present educational environment, and that Faculty Council needs to be pro-active about making changes

to the Handbook. Faculty present noted they will take these concerns back to faculty council. N. Santilli noted that the Board has requested a top to bottom evaluation of the handbook and bylaws of all institutional entities.

M. McCarthy pointed out the importance of institutional effectiveness and the goal to strengthen data integrity and accessibility, noting we have to think more about this goal.

Respectfully submitted,  
Barbara Lovequist