

**STRATEGIC PLANNING STEERING COMMITTEE**  
**April 26, 2004**

**SUMMARY NOTES**

President Hughes convened the ninth meeting of the Strategic Planning Steering Committee on April 26, 2004. Present: Marvalene Hughes; June Boffman; David Dauwalder; Melissa Aronson; Bill Ruud; Mary Stephens; Stacey Morgan-Foster; Deanie Brown; J. J. Hendricks; Cathy Watkins; Randall Harris; and Julia Fahrenbruch. Not Present: Steve Filling; Phil Rojas; Joshua Koch.

**2003/04 STRATEGIC GOALS, PRIORITIES AND MEASUREMENT KEY INDICATORS**

June Boffman reviewed the 2003/04 Logic Model for the strategic goals and priorities key indicators and timelines, which is designed to help everyone understand what is being measured this year. In response to questions from Speaker Aronson as to how the key indicators were determined, Dr. Boffman pointed out that, last year, the units did not sort out the strategic objectives from the unit objectives. This year, working with the Strategic Measurements and Performance Assessment Committee, those objectives were sorted and culled down in order to identify the most strategic unit objectives.

Committee member comments and recommended changes/additions to the Logic Model are summarized in the following paragraphs.

- Items #4 (advising), #5 (graduation rates), and #6 (transfer students) – rather than just watching the data for trends, Vice President Morgan-Foster indicated that target percentage increments could be identified.

In response to questions from Dr. Aronson about the impact cut backs will have on graduation rates, Vice President Morgan-Foster expressed her personal belief that the rates would increase, as students will be motivated to better organize and get through faster, or stay constant. Vice President Stephens said there also would be pressure on the campus to offer the necessary sections for graduation. Dr. Hendricks commented that, looking at departmental cuts, those sections would not be there. Dr. Watkins commented on the importance of long-range planning to address those concerns. Vice President Morgan-Foster noted that the campus would have to do better with advising. Dr. Boffman said that focusing on the graduation initiative to make sure the courses are available also is important.

In response to questions, Vice President Morgan-Foster said the group that developed the 2003 advising survey included faculty advisors.

- Item #8 (career services) – Vice President Morgan-Foster said the number represents both juniors and seniors, not just graduating seniors. President Hughes asked to see the survey, noting that the Committee members also should receive a copy. Dr. Hughes suggested adding a question about career development satisfaction to the graduating senior survey. In further discussions, Vice President Morgan-Foster pointed out that the type of data needed from the career survey include: where students go after graduation; are they in a profession linked to their major; where are they geographically; what is their salary; etc.

Speaker Aronson pointed out that there are other career-related activities that don't go through the Career Services Office, but are conducted in the departments (e.g., school administrators in the College of Education). Dr. Aronson suggested that Student Affairs incorporate into its process contact

with all of the professional programs to identify how they are providing this service – change the objective to be more comprehensive, or add a second objective that would identify all career services offered around campus and how many students participate. Following additional discussion, Vice President Morgan-Foster noted that a survey could be run out of Student Affairs that would go to all professional development programs.

- Item #10 (student retention rates) and Item #14 (freshmen to sophomore retention) – Vice President Morgan-Foster noted that information from the graduating senior survey might be useful in terms of identifying some target percentages. In response to questions regarding #14, Dr. Boffman confirmed it is a fall-to-fall measure.
- Item #12 (scholarship support) – In response to questions regarding the target, Vice President Ruud noted that 12 to 13 new scholarships were established this year.
- Item #17 (recruitment and retention/diversity) – add Deanie Brown under column H.
- Item #18 (FDC activities) – the item addresses faculty development only. Drs. Hendricks and Aronson suggested including the issues of competitive salaries and appropriate workload. Dr. Boffman recommended those issues be included as part of next year's goals. During further discussion, Dr. Aronson said that a resolution regarding workload issues would be introduced at the Academic Senate meeting on 4/27. She suggested adding, as part of goal (1) b., the objectives to offer competitive salaries and to assure that workload is appropriate. In response to questions regarding competitive salary, Dr. Aronson recommended three key indicators: 1) competitive within the CSU system, 2) competitive nationally, based on CPEC (California Postsecondary Education Commission) comparison institutions, and 3) competitive in the workplace. It was noted that Business graduates tend to be paid higher wages than Education graduates (for example) because of more competitive workplace adjustments.

Following discussion, Dr. Boffman suggested that a small group convene at a later time to further discuss the competitive salary and workload issues. Dr. Aronson noted that Dawn Poole chairs the workload committee.

- Item #19 (staff development activities) – correct column D to read, “total # of formal ~~faculty~~ staff events...”
- Item #22 (health and safety promotion) – for consistency, add the words “and safe” near the end of the sentence in column B and the words “and safety” in columns D and E. Speaker Aronson suggested adding an objective to identify the amount of toxics used on campus (e.g., cleaning materials, pesticides and herbicides, etc.). She said the objective might be to collect the baseline data this year. Vice President Stephens indicated this could be done through Physical Plant.

Assistant Deanie Brown suggested including goals related to sexual harassment, hate crimes, and discrimination as part of a healthy and safe environment.

- Item #30 (academic technology) – during discussion, Vice President Stephens emphasized that issues related to the “security” of information made available through the use of technology is an important objective that needs to be addressed as well.

- Item #35 (University's reputation with employers) – President Hughes expressed concern regarding the way the objective is currently phrased. The suggested wording was, "The University will continue to advance its reputation with student employers." With respect to the key indicators, Speaker Aronson pointed out that the College of Education conducts focus groups with employers, and the Chancellor's Office sends out surveys that contain an analysis of the satisfaction levels for teacher education credential programs systemwide. The contact person would be Dean Guzman Wagner. Dr. Watkins commented on the need for a broader process, noting that every program has some type of activity in this area. Vice President Morgan-Foster suggested this be broadened to include career services as well. Dr. Hendricks noted that the Graduate Office might collect this information for professional graduate programs.
- Item #37 (student demographics) – add the "Student Success Committee" under column H.
- Items #45 (internal communication) and #46 (policies and procedures handbook) – add Deanie Brown under column H.
- Item #49 (educational partnerships) – add Career Services under column H.

In response to questions, Dr. Boffman noted that many other utilization measures were identified for the majority of the items listed in the Logic Model. This document represents an effort to cull those down and select some specific measures to focus on for this year.

President Hughes suggested refraining from using internal language (acronyms), so that the public more easily understands the document. Noting that this is an internal document, Dr. Boffman said a question that will be asked of Barbara Cambridge is how to pull all of this together so that it is meaningful to everyone, including the general public.

Dr. Boffman asked whether the Committee was ready to send the document forward. Speaker Aronson noted that some additions, per today's discussion, should be made (e.g., faculty salaries, workload, toxic materials). Dr. Boffman questioned whether the item on toxics could be added this year. During discussion, it was suggested that some of the new items might be referenced in this document (so they are not lost) with the intent of including them as part of next year's issues. Vice President Stephens requested one more opportunity to review the document with Business and Finance managers.

In the interest of time, Dr. Boffman asked that Committee member comments on the key indicators, which are less substantive or editorial in nature, be submitted to her via email. Dr. Boffman indicated that once the document is ready for distribution, it would be sent out with a cover letter from the Provost to division managers and others.

## **2004/05 GOALS AND PRIORITIES**

The following revisions to the 2004/05 Strategic Goals and Priorities draft document were recommended:

- Goal (1) a. – revise to read: "Ensuring the primacy of instruction and scholarship through direct support for instruction and through high quality infrastructure support services."

The above revision was requested to clearly acknowledge the important role of all University units (Business and Finance, Student Affairs, and Development and University Relations) in contributing to and supporting academic excellence – it is more than career development and course availability.

- Goal (1) c. – revise to read: “Hiring and retaining high quality, diverse faculty and staff by supporting dedicated recruitment efforts and fostering professional development, offering competitive salaries, and assuring that workloads are appropriate.”
- Goal (2) a. and d. – consensus to retain both items, however, item d. should be revised to read: “~~Implementing and revising~~ academic program and support unit assessment processes.”
- Goal (2) c. – editing change: “Producing and implementing a strategic plan linked to assessment, data, and budget to informed decision-making.”
- Goal (2) e. – revise to read: “Building and supporting mutually beneficial internal and external partnerships to promote academic excellence.”

## **VISIONING UPDATE**

**2004 University Visioning Themes.** Dr. Boffman distributed the voting results from the Visioning Summit (4/21) and asked each Committee member to select and send their top 12 themes from the list.

**Visioning Statement Examples.** President Hughes and several other Committee members noted a preference for a one-sentence vision statement (similar to the SMU example). Dr. Boffman noted her personal belief that some detail would be needed.

In response to questions, Dr. Boffman expressed her hope that this process would lead to the identification of an area that is unique to CSU Stanislaus. Vice President Stephens noted that it might be something that makes the University unique within the CSU System.

## **PREPARATION FOR DEVELOPING 5-YEAR GOALS**

Dr. Boffman briefly commented on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, which identify issues that need to be addressed in order to succeed in the environment and to meet our mission. The SWOT analysis is being used to develop strategic issue questions that need to be answered in order to plan strategically for the future.

Dr. Boffman indicated there is no plan, at this time, to conduct an environmental impact that looks at the economic, technological, sociological, and ecological environments.

Dr. Boffman expressed her belief that the Strategic Planning Steering Committee must be involved earlier in the process of developing the strategic directions, in conjunction with the Strategic Goals and Priorities Committee. She suggested planning an on-campus event at the beginning of the year that would gear the entire campus community towards strategic planning.

In response to questions from President Hughes, Dr. Boffman noted that an update to the *Pathways* document would not be available any earlier than the end of next year.