

## **STRATEGIC PLANNING STEERING COMMITTEE**

**December 15, 2003**

### **SUMMARY NOTES**

President Hughes convened the sixth meeting of the Strategic Planning Steering Committee on December 15, 2003. Members Present: Marvalene Hughes; June Boffman; Steve Filling; Mary Stephens; Stacey Morgan-Foster; David Dauwalder; Randall Harris; Cathy Watkins; and Julia Fahrenbruch. Not Present: Melissa Aronson; Phil Rojas; J. J. Hendricks; Roseann Hogan.

### **MASTER CALENDAR**

Executive Assistant Boffman distributed and reviewed the draft strategic planning calendar for 2003/04 (dated 12/15/03). There was general consensus that the master calendar should continuously reflect a three-year cycle (the immediate past year, the current year, and the upcoming year). Dr. Boffman reported that the Strategic Measurements and Performance Assessment Committee (SMPAC) is beginning to identify some indicators.

Discussion ensued as to whether budget cuts should be taken into consideration by the Strategic Goals and Priorities Committee (SGPC). Committee member comments focused on the need for a process to identify and reach consensus on what the core activities should be, based on our best guess as to what the future might look like. Once identified, it will be necessary to determine whether those core activities are achievable within the timeframe provided. In addition, the annual goals should fit within the longer-term strategic priorities. Identification of strategic goals that will guide the annual budgeting process is an important part of this process.

Noting that the budget cut forecast for 2004/05 is equal to the 2003/04 cuts, President Hughes asked at what point the campus will come to terms with significant staff reductions? How do we get that within our system for prioritizing? Dr. Hughes emphasized the importance of starting as early as possible to confront the lay-off issues.

Vice Presidents Dauwalder and Stephens commented that additional cuts will be translated into additional enrollment reductions and/or fee increases. How that ultimately will play out is not known. The University may have to go below its 6610 FTE target.

Vice President Stephens reported that the University Budget Advisory Committee (UBAC) is considering a discussion and planning process similar to last year, which is based on five-, ten-, and fifteen-percent reduction scenarios. The first round would be the most intensive at the operational level and then come up through the organization, where new ideas might result, and then take it back down to the operational area. This process would be completed by mid-April (before the Governor's May Revise).

### **GOALS AND PRIOROTIES IMPLEMENTATION – 2003/04**

Executive Assistant Boffman distributed preliminary information on the 2003/04 goals and priorities implementation plan, which the Strategic Goals and Priorities Committee will use to review whether everything is on target and provide updates.

In response to questions regarding the Greening of Science II (under Development and University Relations), Vice President Stephens confirmed that the faculty are taking the lead, in coordination with DUR (Mary Alice Nelson). President Hughes reported that she is currently working on the Naming of the College of Business Administration and of Science II; both are in process.

During discussions regarding Career Development, Randy Harris expressed his appreciation that this project is moving forward, noting that it will prove very beneficial in the next AACSB review. Vice President Stephens noted that the move to the new space should be completed by mid-January. Vice President Morgan-Foster pointed out that the Career Counselor search is currently on hold, noting that this is an important position in order to preserve career services. Dr. Morgan-Foster indicated her intent to realign within her overall organization to accomplish the career services goals.

Steve Filling expressed his belief that the goals are “pie-in-the-sky” and suggested that the SGPC not focus too much on the budget issues. Vice President Stephens noted that this is really the first cycle in the learning process for effective planning.

With respect to the Common Management System (CMS), Vice President Stephens reported that, due to some staff changes, it might be necessary to reorganize the campus plan and schedule in order to meet the 2005 deadline.

## **VISIONING PROCESS, TIMELINES, AND QUESTION SAMPLES**

***Environmental Scan.*** Dr. Boffman noted that Roseann Hogan is working on this project.

***University History.*** Dr. Boffman reported that Mel Taylor, Bob Santos, and Nancy Tanaguchi have been working on developing some historical information. In response to questions about who should lead this project, President Hughes commented on the need to identify a structure for this to happen.

**Follow up:** President Hughes asked June Boffman to convene a group, based on the names identified in the document as well as individuals suggested during the discussion, and determine if one of those individuals, or someone identified by them, could help lead this project. Additional names mentioned included: Lee Martin, Ida Bowers, Tom Watling, Ed Aubert, Pete Finley, Evan Thompson, Lorraine Johnson, and Bev Finley. The possibility of identifying someone from the first graduating class also was suggested.

***Pathways to the Future.*** President Hughes asked whether *Pathways to the Future* is still viewed as the generic map, or is it losing its focus? Dr. Boffman expressed her belief that the process will result in a new document that pulls it all together. Noting that the *Pathways* document is very comprehensive, Vice President Stephens said that this process could provide more focus and evolve into the development of a new document.

***Creating the Vision.*** Executive Assistant Boffman requested feedback from the SPSC regarding the proposed timeline. During discussions, it was noted that for the January 5-30 dates, under activity, the reference to Staff Council should be changed to “open session with staff.”

In response to questions concerning a consultant, Dr. Boffman indicated it should be someone who can serve as a facilitator to help pull everything together - someone who knows the University and the external community. Two names mentioned were Bev Finley and Beverly Hatcher (a local city council member).

Dr. Boffman pointed out that the "fora" concept would be similar to a poster session, rather than the typical open forum.

Steve Filling asked what would entice people to buy-in to this process? Vice President Stephens responded that the President, Vice Presidents, Associate/Assistant Vice Presidents, and Deans/Senior Managers would need to articulate to their unit managers and employees that their opinions are valued – it should be a choice, but make it convenient and welcoming.

President Hughes pointed out that strategic planning and visioning are even more important during times of budget crisis.

### ***Questions.***

Dr. Boffman relayed a recommendation from Dr. Hendricks that the departments be asked to identify alumni/ae, rather than sending out a broadcast to all alumni/ae. Dr. Filling noted that some interesting responses might be obtained from individuals who are not connected to the University. President Hughes emphasized the importance of identifying ways to involve the external public, in addition to the Foundation and Advisory boards. One example mentioned was at athletic events.

Stacey Morgan-Foster suggested asking specific individuals to write stories that would be posted on the Web at the beginning of this process, rather than starting with a blank page.

Dr. Boffman also raised questions regarding appropriate staff support to help pull everything together. During discussion, Steve Filling commented that the Web site could be set up so that respondents would be able to categorize their own statements, which would help reduce the amount of staff time required.

**Follow up:** Dr. Boffman will consult with Steve Filling about his suggestions for the Web site.

**Follow up:** Dr. Boffman will identify, for subsequent review with the President, the type of staff support needed for this project.

In further discussions, Dr. Boffman suggested that continuing with two committees (SGPC and SMPAC) is problematic and recommended that they be combined. Vice President Stephens expressed her belief that the goals are too broad to be measured.

Subsequent to additional discussion, Dr. Boffman said the SPSC should help decide what we want the SMPAC to do regarding the bigger picture (universitywide) versus the division level. The current model is focused on the unit level. Dr. Boffman suggested forming a subcommittee of the SPSC to help finalize this process.

**Follow-up:** There was general consensus that a visioning subcommittee or task force should be formed that includes a mix of SPSC members and other individuals. Names mentioned were: June Boffman, Steve Filling, Gene Murti (recommended by Randy Harris); Cliff Bailey (recommended by Mary Stephens), Vice President Mary Stephens, Vice President Stacey Morgan Foster, and possibly Bev Finley. Vice President Morgan-Foster will recommend a student.

Dr. Boffman noted that she would send the document out electronically and, in addition, will contact Dean Elmallah and Dean Guzman Wagner to get this on the COBA and COE agendas. Randy Harris expressed his belief that Dean Elmallah would be willing to include this on the COBA Advisory Board agenda.

## UNIVERSITY DIFFERENTIATION

In discussing the President's interest in identifying centers of excellence, Dr. Boffman commented that such centers are generally multi-disciplinary and very research or community focused. She noted, for example, that a center of excellence for health in aging would require grants (proposal writing) and individual faculty/staff who are very committed to the project. Dr. Boffman asked whether this is the direction the University should be heading or are we really talking about differentiation?

President Hughes shared her observations regarding a campus culture of egalitarianism, noting that by investing in something we distinguish both the program and the university as a whole. Stating that the School of Fine and Performing Arts did take the risk, President Hughes said the benefits have been enormous in terms of the quality and the productivity that continues to surface out of every event. The College of Business Administration also achieved a huge benchmark with AACSB – what are we doing to retain and elevate it?

In further discussions, Provost Dauwalder supported the concept of a multi-disciplinary focus, noting that there should be an equal opportunity for all areas to be part of that rather than identifying a single, separate discipline. He noted that the College of Education is a good example of a multi-disciplinary focus that has worked well at CSU Stanislaus. Vice President Stephens commented that the multi-disciplinary approach might become the distinction. Vice President Morgan-Foster cautioned against identifying so many that we only raise the bar for a higher level of egalitarianism. Dr. Boffman also pointed out that being an outstanding comprehensive university is nothing to be embarrassed about and it provides greater diversity for our student population.

Dr. Boffman asked if this should be included as part of the visioning process and questions? Dr. Dauwalder suggested focusing on how we differentiate our current status and how we might differentiate ourselves in the future, and then go to the strategic priorities and how we might want to create centers of excellence over time. Vice President Stephens suggested this would provide a way for faculty to come forward and provide some ideas - demonstrates that we are open to this through the visioning process and seeking their ideas. President Hughes commented that the visioning process is a tool that enables us to stretch in new and creative ways.

**Follow up:** There was consensus to include a question about the multi-disciplinary focus as part of the visioning process.

Additional comments and questions included:

- What can the University do to distinguish itself? What is different about CSU Stanislaus?
- The way to get centers is through the faculty. However, workload is the single biggest prevention factor. There is an enormous time commitment once you begin to provide those external services. Faculty typically do not have the time to conduct that type of research, so it has to be their passion.
- The University predominantly serves first-generation college students from increasingly multi-ethnic backgrounds.
- Graduate programs are increasingly strapped for time and faculty attention, because the predominant pressure and monetary incentives go to undergraduate programs.
- Is the University rapidly beginning to urbanize? Should we offer the technical training that will give students the ability to compete in that environment?
- Liberal arts colleges are falling by the wayside across the country. There is a lot to be said for a liberal arts education; it should be something that we celebrate.

It was noted that at least one community leader on the Foundation Board has expressed concern (embarrassment) regarding incoming SAT scores. In response, Dr. Boffman said, that is the quintessence of turning a negative into a positive – we really are the American dream.

Randy Harris expressed his belief that the external community is focused on agriculture and the historical types of industries that the valley is known for, which represents a conflict between what is occurring in the environment and our stakeholder base. Pointing out that the environmental scan would help identify those issues, President Hughes said this conversation should be held with a broader audience.

**Follow up:** There was consensus that the SPSC should meet in January [or early February] to review the final report from the SGPC and to ensure that everything is on track for the visioning process.

**Follow up:** Dr. Boffman noted that once she has identified what the role of a facilitator should be, she will meet with President Hughes to identify and contact an appropriate individual.