University Strategic Goals and Priorities Committee (USGPC)
Meeting Notes of March 5, 2004

Members Attending: M. Aronson, J. Klein, A. Harris, R. Floyd, S. Jaureguy, K. Schoenly, A. Taghavian
Non Voting Members Attending: J. Boffman, J. King

Draft Notes

1. Strategic Issues
The membership reviewed a draft of strategic issue questions derived from the SWOT analysis. The document included possible issues, factors that make the issue a challenge, and possible consequences if the issue is not addressed.

Discussion notes:

Question: How can we maintain and improve graduation of students within the context of student goals and university fiscal constraints?

- Faculty – student interaction; is it as strong as we think? In the National Survey of Student Engagement (NSSE), we did come out below the national level on this survey in all areas. Data are not yet fully analyzed. Discussion continued regarding student interaction with faculty or lack of it due to student's sense of entitlement or apathy. We may need to better define our definition of student interaction.
- This issue may need to be split out; it is too difficult to measure. Survey should target specific groups of students, i.e., remedial and non-remedial, and include specific questions about different types of interaction.
- Factors that may impede progress
    o Scheduling
    o Heavy teaching loads
    o bureaucratic factors and business hours
    o student lack of responsibility for planning and inability to negotiate the system
        ▪ We need to be caring to our students.
        ▪ We need tough love – we're not doing them a favor. Eventually they'll be competing with graduates from other institutions.
        ▪ Need to instill empowerment to be a responsible student – so that they have personal responsibility, accountability, and ethics in order to navigate in life.
        ▪ We need to find a balance between making our system more manageable and empowering the student.
        ▪ Staff does not have support in drawing the line with students.
        ▪
- Should graduation be a strategic goal?

Question: What will make the university the best and most efficient workplace?

- The biggest areas of tensions were identified as workload, administration, and bureaucracy for the students.
- Workload is a huge issue.
- Administration tension – what can we do to put it on the table in future years?
  - Growth and the role of the university administrators have changed.
  - We have to work on internal communication between faculty, staff, and students.
  - We need to promote understanding, trust, mutual respect, empathy.
  - There are also external forces influencing distrust such as accountability issues.
  - Collegiality is challenged by a divisive organization.
- Three key issues emerged: Graduation, Student Success, Workplace Environment.

Question: What differentiates this campus? What needs to be done to advertise our strengths?

- We need to be recognized for our strengths in order to attract students:
  - Hispanic serving institution
  - High number of K-12 teachers produced
  - Highest graduation rate
  - Centers: Center for Sustainable Studies (an idea to speak to the future)
            Center for Hispanic Culture

Summary:

New strategic questions emerged:

How can we prepare students to graduate and reach their highest potential prepared to think critically, become life-long learners, and be responsible, ethical citizens?

How can the organization ensure appropriate faculty workloads to meet the challenge of providing excellence in teaching, service, and research or creativity in their field?

How can we create an organizational community that fosters mutual respect, communication, and shared governance to improve our ability to meet our mission?

What can the university do to further distinguish itself from other institutions, inform others (stakeholders) of its strengths, and attract the best students for our programs?

How can we achieve student –faculty and student – staff engagement that facilitates intellectual challenge, empowerment, and obtainment of educational goals?

Questions not yet addressed:

How can the university achieve diversity needed to serve its diverse population?

How can the university maintain and expand quality academic programs?

How can the university secure financial support needed to fund essential programs and meet achieve the university mission?

2. Homework for committee: Compare the original January SWOT notes with the summary terminology. Does the revised list accurately represent the original ideas shared in the exchange?