Strategic Planning Steering Committee

Meeting Minutes - September 22, 2014 from 2:00-3:30 pm

Conference Center 4th Floor Conference Room

Present:
Chelsey Gipson
Greg Stone
Kari Culp
Lori Mayberry
Mary Cantrell
Paula Settoon
Cindy Hess
Heather Hancock

Absent:
Kevin David
Michael Harris
Sean Weins
Lesha Gregory
Lisa Stefanic
Mark McMullen

President’s Welcome

Dr. Goodson welcomed and thanked all members for their service. She talked about the process of strategic planning and the urgency of this for the college. She mentioned the Budget Task Force and the charge of that committee to discover ways to improve what we are doing to increase revenue and decrease expenses. She briefly reviewed the charge of this committee which includes recommendations as to how we do strategic planning going forward. Sean Weins commented that the Board of Regents wants to be involved in the strategic planning process as well. Dr. Goodson reiterated their interest.

Welcome and Introductions

Mary Cantrell welcomed all members and reviewed how the committee representation was determined. She asked that all members introduce themselves. Mary also thanked all members for serving on the committee.

Kevin recapped the importance of the results of the committee’s work for the College. He reviewed the packet contents (Handouts 1, 2, 3). He asked for this membership to serve through the summer of 2016 so that we can see the Strategic Plan through its first year of implementation and review. One of the charges of this committee is to make recommendations to the president for how the College conducts strategic planning in the future.

Sean shared that the 2011-2014 Strategic Plan was the College’s first attempt. The external pressure from HLC involved a short timeline. Looking back, there are two important points to consider: 1) we did not have a well-established, predefined, central ownership of the Plan, initially or ongoing. The result of this was that better implementation oversight was needed, and; 2) we did not effectively define measurability/KPIs.

Overview of Strategic Planning, Committee’s Charge, Timeline, and Next Steps

Kevin did an overview of the committee plan (Handout 3). Dr. Goodson’s goal is April for a document and the plan in place. Notable highlights: Strategic planning does not end with the
document articulating our goals and objectives. A sound implementation plan is critical to sustaining the Strategic Plan. The ultimate goal is ongoing strategic management—not just planning but also implementation and assessment. A strategic plan determines resource allocation (time, funds, and other resources) for a specific period of time to achieve the vision. Kevin will share Karen Hinton’s book on strategic planning in higher education. One idea for the College is to have a standing body of members who are committed to ongoing strategic planning for the college. A scorecard for the 2011-2014 Strategic Plan was completed with Cabinet input during Fall 2013 to obtain a snapshot of our progress on the published goals, objectives, and strategies.

Further, extensive research was conducted into other activities that supported or were inspired by the 2011-2014 Strategic Plan. Across 12 meetings with employees and a survey of all full-time faculty members, 600 activities and 32 themes were identified during this process. A summary document is forthcoming. The scorecard and the results of the research work will be shared with the committee.

Kevin reviewed the planning structure and responsibilities at each level. One idea is for an action team dedicated to each goal to oversee the development and implementation. Another is to decentralize the responsibility to operational and have a committee for accountability. This is for this committee to discuss and recommend.

The committee’s charge is to manage the immediate plan as well as to recommend future direction for the strategic plan. Time commitment is for fall 2014 through summer 2016. Membership represents a variety of groups throughout the College.

Kevin reviewed the two major phases of strategic planning. Kari asked if the mission, vision, and values are current. It is believed that they were developed at least 7 or 8 years ago. Sean will bring feedback from the Cabinet after their retreat.

At the next meeting, the committee will look at doing an environmental scan. Kevin suggested that a SWOT analysis by the committee and/or Cabinet would be helpful. The environmental scan reviews internal and external conditions in higher ed that affect the College. Surveys and focus groups will be conducted and the task of the committee is to find the themes from this information. This committee will write the plan and it will be reviewed by Cabinet, Board, and other stakeholders. Kevin asked that committee members review the timelines, cycles, and next steps, and send any questions to any of the tri-chairs.

Discussion of Focus Groups and Surveys

Kari asked if we would be engaging stakeholders from the community. Sean shared that there is discussion of conducting focus groups and surveys to engage stakeholders. Arnie Bacigalupo with Voyageur One will be the facilitator for two days in October for eight focus groups. There
will be other avenues for soliciting feedback. We want to hear from everyone; engage with the community as well as internal stakeholders. Four of the focus groups are for: Student Government Association, Faculty Association, Professional Staff Council, and College Staff Council. Sean asked for suggestions for other groups. Suggestions were: High School Counselors, University Partners, Workforce Development, area businesses, Regional Chambers, students. Sean also asked for suggestions as to the ideal way to involve these focus groups.

Kevin mentioned that there would be an online survey and that we need to decide whether we use one survey for everyone or separate surveys focused on specific groups. We need to determine the survey as quickly as possible. Other survey ideas: one internal, one external. What types of information do we want to know? Mary suggested that we might consider some of the information we already have from other surveys (Quality initiative), PACE survey. Another option is to use an external survey company. Greg suggested that SGA students might be a different demographic of student, might want to consider a more typical student. Mary suggested that the SGA groups might be more aware of what’s going on than the typical student. We might be able to better capture the general student with the consultant. Sean noted that deciding what we want Arnie to garner from the Board of Regents on November 17 is a time-crucial decision.

Kevin opened discussion about including the four other groups in the survey process and how we could engage them because we need to decide today on the 8 groups for the October focus groups. Kari suggested the Chamber Board because they are more diverse and representative.

Margaret Lee could help identify those educational partners in the school districts. Michael suggested that we need to be strategic about which high school counselors would be best representation of counselors because not all work with college-bound students. Could we have a survey at the High School Counselors Luncheon during the first week of November? It was suggested to have separate surveys for each group because we want different things from each group. Sean asked how to engage students outside of the SGA group and that we need to discuss that avenue further. Pink Tweed is a market research company that we have used and are comfortable with engaging our students to get a meaningful sample.

Sean asked that we decide on the eight groups today. The recommendations are:

1. Alumni or Advisory Board Members
2. SGA
3. FA
4. PSC
5. CSC
6. Chamber board
7. High school partners
8. University partners
There was consensus that we should do a survey first to determine themes to direct the consultant’s focus groups. Sean suggested that we look at existing surveys for some themes and that there would be advantages to a survey specific to the strategic plan.

**Discussion of Meeting Schedule for Steering Committee**

Kevin will create a Doodle poll to determine a place holder for meeting every couple of weeks to determine best time for meetings. He also suggested that the P&IR website might have some data that would be helpful to look at for the next meeting.

Adjourned: 3:35 pm

**Action Items:**

- Kevin will share Karen Hinton’s book with committee
- Kevin will share results and scorecard
- Sean will bring feedback from the Cabinet after their retreat
- Kevin will do a doodle request to determine meeting schedule

Respectfully submitted by Terry JacobsDavis