



**Strategic Planning Council
Thursday, November 10, 2011
Babylon Student Center - Mildred Green Room – 3:45 p.m.
Minutes**

In attendance:

Dr. Maria Alzugaray	Dr. Luckner J. Jerome	Gary Ris
Mary Lou Araneo	Dr. James Keane	Raymond Roses
Dr. Louis Attinasi	Dr. Jeffery Kluewer	Dr. James Sherwood
Dr. Marvin Bright	James Lagonegro	Dr. Christopher Shults
Caroline Burns	Elisa Mancuso	Dr. Filiz Turhan-Swenson
Dr. Philip Christensen	Anthony Mangual	Dr. Evon Walters
Dr. Amy Czura	Mary Ann Miller	Dr. Helen Wittmann
George Gatta	Dr. June Ohrnberger	Dr. Catherine Wynne
Dr. Allen Jacobs	Dr. Nathaniel Pugh	

The meeting convened at 3:45 p.m.

Dr. Pugh welcomed the members of the Strategic Planning Council (SPC) and introduced Anthony Mangual, the student trustee. Dr. Pugh spoke about the food drive at the Grant Campus that is being led by Anthony and thanked him for his leadership role.

Dr. Pugh asked if there were any corrections to the May 6, 2011 Minutes of the SPC. The following change was recommended:

Paragraph 5: The Periodic Report is due next year.

Is changed to read: The Periodic Report is due June 1, 2012.

The May 6, 2011 Minutes of the SPC were approved as amended.

Dr. Pugh asked if there were any corrections to the June 2, 2011 Minutes of the SPC. There being none, the Minutes were approved.

Dr. Pugh spoke about the President's charge to the SPC and the planning process. He stated that there would be discussion about the proposed partnership later.

Dr. Pugh stated that at one of the meetings, it was requested that we develop a road map for developing the college's strategic plan for 2012-2017. The road map was developed and has been revised several times. We need a new date for the draft of the institutional goals to include the review by the governance councils. We need a new date for the SPC to review the first and second drafts of the institutional goals.

Dr. Ohrnberger asked how the task groups were formed. She stated that she has never been assigned to a committee; she has been asked or she volunteered to participate on a committee. Dr. Pugh responded that in his interpretation, if we organize smaller groups to work on tasks that would be okay with the body.

Dr. Kluewer spoke about the meeting held on November 7 attended by governance, Dr. Pugh and Dr. Shults. Dr. Kluewer stated that we [governance] were all looking for a new start with this group. The President's charge to the SPC contains abstract language. We felt there was a problem with interpretation and with the plans that OPIE produced thus far. Dr. Pugh advised governance that the PRR was driving this work. Institutional goals had been prepared in 2008. The governance chairs agreed to present the 2008 goals to the faculty for review and approval before the end of the semester, in time for the PRR. The second part of the agreement was that the longer term of the work of the SPC would be discussed by the group. We received documents that told us what to do and how to do it. The SPC should decide what the process should be and the options in how to proceed as a group. We had hoped to have that discussion today.

Dr. Pugh stated that he is open to suggestions on how to review the institutional goals. It is hoped that by December 1, models would be put forth for the strategic plan.

Dr. Kluewer stated that the leaders of this institution should be a part of the strategic plan. It appears that you are in charge. He stated that he is not completely clear how the understanding that we had on Monday continues into this meeting.

Dr. Ohrnberger stated that she thought we were taking the existing draft institutional goals to the governance bodies.

Dr. Pugh responded that the schedule was put together prior to Monday's meeting. I [Pugh] want to make sure that we can put together the best strategic plan for this institution. I am open to supporting what I would consider the planning process should be given the support of the membership of the SPC and others of the campus community. I thank you for the meeting on Monday, November 7, 2011 with me and Dr. Shults.

Dr. Turhan-Swenson stated that the institutional goals would be written in resolution form and presented to the various groups on December 7, and if they are approved, they would be given to Dr. Pugh. A discussion on ways to move forward would then be held.

Dr. Kluewer stated that the institutional goals were the work product of the previous SPC. They were created with deliberation. Can we move forward with the work of the SPC.

Dr. Pugh responded that we did not intend to dishonor the previous work of the SPC and did not mean to come across that way.

Ms. Miller asked if this is a standard type of structure for reviewing the institutional goals and developing a strategic plan.

Dr. Pugh responded that community colleges do not have this rigor. There are various ways to develop strategic plans. We have used this approach, but it is not a standard approach.

Dr. Shults added that there are institutions in Michigan that use SWOT, environmental scan, and focus groups, which are becoming more of a standard practice.

EVP Gatta stated that we need to spend a little more time discussing how all these things are connected and how an institution adopts institutional goals. We are asking governance input and SPC input. With the work of the task groups informing the process, to have a full vetting and discussion of these goals, the process will be inclusive.

Dr. Pugh stated that under the concept, does there exist evidence that SCCC is accomplishing its mission.

Dr. Kluewer stated that there is urgency to adopting the institutional goals. We were going to ask people to review and approve. You seem to be talk about starting over.

Dr. Good added that the meeting was broken down as: There is an urgent issue and a long-term issue. In order to meet the needs of the PRR, we can take the institutional goals as they are to governance and get them approved so that they can go to the BOT. It would go through the process and then we are in the strategic planning process for Middle States. The idea that we could put together new goals and have the deliberation necessary is not possible. Let's get an official approval for the PRR and we are continuing to work toward the strategic planning process.

EVP Gatta responded that he thought we were attempting to build a new strategic plan and as part of that, you review where you are and make changes where necessary. If none are necessary, that's fine. There are other constituents out there that need to weigh in that would cause us to further discuss. Rather than adopting goals for the sake of the PRR, we could build a process.

Dr. Pugh stated that we need to take a look at what we can learn from focus groups, from environmental scan and SWOT to develop a new strategic plan.

EVP Gatta asked why would you adopt them now if you are going to change the goals in the future?

Dr. Sherwood said that as much respect as he has for governance, there are other stakeholders. If the institutional goals are ratified, how do other stakeholders offer their input?

Dr. Ohrnberger said that part of the issue is that we were told that we cannot report in the PRR that we are in the process, but that we are done.

Dr. Kluewer stated that the institution needed the institutional goals approved for the PRR. We are interested in the longer term process.

Dr. Turhan-Swenson said the timeline is not feasible; she is concerned with the timeline.

Dr. Christensen said that we do have draft goals and if we move too quickly, we would not be following a time frame that is workable, or a process that is appropriate.

Dr. Good said we are trying to meet a deadline that Drs. Pugh and Shults gave to us.

Dr. Shults said his impression was that we did not have institutional goals, and what was standing in the way was governance's approval of institutional goals.

EVP Gatta asked, in terms of the PRR, is it imperative that it be February?

Dr. Christensen replied that we do not have to give the same level of detail to the PRR as we do for the 10-year document. If we can bring the process to closure by spring, we would have more credibility.

EVP Gatta stated that is the plan that the president has embraced. We need to talk about dates and times to have the environmental scan and SWOT so that all constituents are participating.

Mr. Roses asked, could it be on Professional Development Day?

Dr. Good replied that it would not work because the BOT meeting is March.

EVP Gatta stated that it needs to be done in January when classes are not in session, or at least in February.

Dr. Good said that when we developed the institutional goals with the last council, it took over a year; it was not something that was done in a month.

EVP Gatta said that he was speaking about the SWOT and environmental scan being done in January.

Dr. Pugh stated that we have a mission statement that has been vetted, approved and adopted. The next step is that we need to develop institutional goals that relate to the mission statement. We need to write measurable objectives. To make sure that you understand the appropriateness of strategies, you need to look forward to gathering information and data using the following methods or tools: **Focus Groups** and content of what they put forward; **Environmental Scan**, which is external to the institution; political, economic, social and technical (PEST); **SWOT** to begin to determine if you have the strengths, weaknesses, opportunities and threats; **Gap Analysis** where is the institution today with regard to recognizable indicators and where it wants to be five years from now. **Balanced Scorecard**, when you assess how well you are doing annually with each of the identified indicators.

Dr. Kluewer said that he believes this is mostly in the long term. It addresses external factors. Everything has been looking outward and is abstract. The council needs to scan internally. This is all top down. I don't know if we are going to be able to help you.

Dr. Good asked if the institutional goals and strategic goals will be the same thing. What you just described sounds like the process we used to develop strategic goals. How does that inform the development of strategic goals?

Dr. Pugh responded that Middle States said that we must rely on the institutional goals to develop the strategic plan.

Dr. Good said that she is not seeing the difference between institutional goals and strategic goals.

Dr. Pugh indicated that we would have strategies.

Dr. Good said we are not going to have a long term strategic plan, but instead an operational goal.

Dr. Sherwood asked, how do you apply the talent at SCCC?

Dr. Kluewer said that he doesn't think this is the way we would go about this. The scan should be what is happening in the institution.

Dr. Sherwood said the institution is affected by what goes on in the outside world.

Dr. Kluewer replied that he doesn't think we know enough about ourselves.

Dr. Alzugaray asked for explanations of the process.

Dr. Shults indicated that focus groups are the first stage of internal analysis.

Dr. Ohrnberger asked of Dr. Shults: In your experience, what kind of timeframe does that take?

Dr. Shults replied that there are four people on each campus that have been helping with the focus groups; it should take about three weeks to one month. The analysis will take a month.

Dr. Ohrnberger asked when the focus groups will begin.

Dr. Shults responded that Ammerman is trained and ready to go. The starting date is not official.

EVP Gatta asked if there is anyone that has been asked to participate on the task groups that is not willing to participate. Perhaps Dr. Pugh and Dr. Shults can explain what is expected.

Dr. Christensen said that in the early draft of the institutional goals, it was presented to us that these are goals that we could have applied to this institution in 1975 or 1980 and are foundational to this institution and have to link to the college mission statement. They stand in a timeless framework, both in the past and in the future.

Dr. Pugh said that the roles of the task groups are fundamental to this council. I heard that people wanted to put their hands in this. I hope that a smaller group would come together to see how the environmental scan would be applied to certain aspects of the strategic plan. We are now asking how to get the membership involved to develop a strategic plan for this institution.

Dr. Alzugaray asked what the focus groups will do after.

Dr. Pugh said they will bring the information to the council.

Dr. Shults said that questions will be asked of students, faculty, staff, and administrators based on a conceptual framework and the questions come directly from that.

Dr. Kluewer asked if the SPC can review the questions. When will they be presented?

Dr. Shults said they are trying to put that together.

The meeting adjourned at 5:20 p.m.