

Strategic Planning Steering Committee
Minutes of November 1, 2018

Members Present: L. Bigelow, D. Broyld, C. Casamento, A. Cintron, D. Dauwalder, K. Fruin, M. Jackson, Y. Kirby, Z. Toro, R. Wolff

Members Absent: S. Berry

1. Introductions. Members of the Committee introduced themselves.
2. Explanation of composition of the committee. Z. Toro indicated that not every school, department or program are represented; rather, the individuals on the Committee are representing different bodies: the Senate (Jackson); the University Budget and Planning Committee (Bigelow); the Student Government Association (Fruin); the Graduate Student Association (Cintron); a representative of the faculty at-large so more faculty voices can be heard (Broyld); the Chief Financial Officer (Casamento) because the Strategic Planning effort needs to be very connected to the fiscal realities of the University; Academic Affairs (Dauwalder); our very active Alumni Association (Berry); Institutional Research and Assessment (Kirby); and the academic deans (Wolff).
3. Development of a Framework. The role of the SPSC is to develop a framework for the strategic planning process. That framework will then be sent to the UPBC for review and feedback. That feedback will be addressed by the SPSC and the resulting revised framework sent on to the IPC for approval. Once approved by the IPC we will move on with the development of the strategic plan.
4. Discussion of the use of an external facilitator. Whether the development of a framework for the strategic planning process would benefit from the services of a consultant experienced in strategic planning processes was discussed. Z. Toro noted that the UPBC had been asked 20 months ago to come up with "a plan for a plan," but did not complete the task.

Several potential consultants were identified, including the former Chancellor of the University of Arkansas at Fayetteville, whose advice to Z. Toro was to keep the plan simple so that people outside the university can easily understand it. He also advised that the plan be able to move CCSU to a new level of recognition, enable it to garner more state resources and succeed with the current capital campaign. D. Dauwalder indicated he has opposed external consultants at times, but sees value in having one help with this process. He believes an external consultant can be more objective because they're not part of the institution.

M. Jackson indicated that more senior faculty recall that during prior strategic planning efforts, the people involved in doing it were not experts at strategic planning and there were not enough external voices contributing to the plan.

C. Casamento expressed concern about our bandwidth. She indicated it is easy to miss something, but if we have someone helping us stay on task that is less likely to happen. She spoke to the value of having the SPSC undergo some type of training in strategic planning processes.

Robert Wolff indicated that some services could be very costly and it would make more sense to work with an individual as opposed to a large firm or organization. Springboard International was mentioned as a firm another school has worked with. Another option mentioned was using the services of Clifton Larson, the firm that was used for the Integrated Budget Model framework. It was noted there is still \$20,000-\$30,000 left on that contract. C. Casamento agreed to contact the organization to assess their depth of service and expertise in the area of strategic planning. She estimated the overall cost of use of an external facilitator would be in the \$10,000-\$100,000 range.

ACTION: Whether or not to use the services of an external facilitator was put for a vote and the committee unanimously agreed to move forward with identifying a consultant. C. Casamento agreed to also determine if Springboard International is on State contract and whether the Clifton Larson consultant is qualified in the area of strategic planning.

5. Timing. The timing for development of the strategic planning framework was discussed. The goal is to have the draft framework ready to go to the UPBC by its last meeting on December 18. Work will begin immediately on selecting a facilitator and scheduling a retreat, perhaps on Saturday. C. Casamento noted that if an RFP needed to be issued, a subcommittee of the SPSC would need to be convened to review the resulting bids. D. Dauwalder suggested that Academic Leadership Associates also be reviewed, and perhaps invited to submit a bid.

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