

Minutes – Strategic Planning Steering Committee (Revised)

Thursday, February 6, 2009

8:30 a.m.

405 Miller

Present: Bill Buxton, Sheila Dai, John Shirley, Greg Sharer, Peter Dady, James Reese, Carol Van Der Karr, Chris Cirmo, Joan Sitterly, Caroline Kaltefleiter, Mark Yacavone, Nasrin Parvizi, Raymond Franco, Mary K. Murphy

Absent: Mark Prus, Janet Duncan, Lynn Anderson

General Discussion:

The meeting began with Ray Franco providing an update of progress made thus far. Bill Buxton recommended conducting an analysis of revenue versus resource allocation to have a sense of actual departmental costs for running the individual programs and centers. According to him, his recommendation was based on the perception that there are too many underfunded programs, including centers, on campus with faculty expressing concern about program quality. Knowing the actual costs needed to run the various centers and programs will serve as guide in making the hard decisions. However, it was noted that it would be difficult to separate actual costs because the college is one unit with all of its programs and services interconnected. Although the breakdown of revenue applies well for some areas of the campus, this is not always the case. Additionally, more than 50% -60% of the budget for programs comes from tax payers. Hence, there is no profit.

An alternative recommendation by Franco was to look at staffing across campus to get a sense of how Cortland is staffed in comparison to her peers as part of the environmental scan. Mark Yacavone suggested that caution be exercised with comparable staffing patterns as some institutions are structured differently, having similar titles but different responsibilities.

Consensus: It is not in the purview of the Strategic Planning Steering Committee's role to address the budget details of program or the come up with the details of the strategic plan for each department. The Committee's role is to come up with the mission statement, and articulate a set of values (and the history) without any budgetary considerations. The Committee is also responsible for leading the campus in the development of a vision and a set of strategic priorities.

The Role of the Long Range Planning Committee (LRPC)

Chris Cirmo reported that the Long Range Planning Committee as a Faculty Senate committee is focusing on being the arm of the Strategic Planning Steering Committee that serves Academic Affairs. The LRPC's role in the process is before the Faculty Senate for approval. Consistent with the organizational chart, the sixty four academic unit heads in Academic Affairs will act as

liaison between the LRPC and their respective areas. Procedurally, members of the LRPC will meet with academic heads during the process. He stressed that the LRPC is acting in tandem with the SPSC, but has a specific role. For now, the LRPC is on hold as they wait for the vetting process of the mission statement.

Process:

Franco requested feedback about the kind of processes to follow in developing the core values, in developing the vision statement, and in developing the strategic priorities. It was noted that the development of the vision statement is the responsibility of the campus leadership. However, the desire of the faculty to have their greatest input in the vision statement was equally stressed.

Consensus: Develop working definitions of mission, vision and core values as a group. Campus leadership should be involved in the development of the vision statement. Have an open forum for campus leaders and faculty for feedback regarding the vision statement.

Action Item

- James Reese, John Shirley, Ray Franco, Mark Yacavone, Mark Prus, and Carol Van Der Karr will review the core values from the other divisions of the college for commonality, and come up with working definitions and a set of core values.
- The subcommittee will forward the draft to other members of the Strategic Planning Steering Committee for review in preparation for the February 13 meeting to further discuss the core values.

Adjournment

The meeting was adjourned at 9:32 a.m.

*Submitted by:
Eunice Miller*