Committee Meeting:
Strategic Planning and Assessment (SPA)  
Minutes taken by:  
Joan Castro, Assistant to EVP Academic Affairs  

Attendees:  
Dr. Timothy C. Callan, Trustee *  
Dr. Nora Clark, AVP Student Services *  
Dr. Erik D’Aquino, EVP Student Affairs (interim)  
Dr. Fabio Escobar, AVP IRAAP (Institutional Research, Assessment, Accreditation and Planning) (Interim)  
Todd Hobler, Trustee  
Dennis P. Murphy, Chair of Trustees  
Michael Pietkiewicz, SVP Operations  
Jack Quinn, President  
William Reuter, Chief Administrative and Financial Officer  
Susan M. Swarts, Vice Chair of Trustees *  
Richard C. Washousky, EVP Academic Affairs  

Minutes

Committee Chair: Dennis Murphy

Meeting Date: October 11, 2016

Part I - Committee- with all individuals noted above

I.       Before approving, amendments to the September 8 minutes were requested by Chair Murphy; as follows:  
Section III. C. will be removed completely. Section V. will read, “President’s search.” Section V. B. second sentence will read, “SUNY approves the BOT approved candidate.”

II.      Standing agenda items  
A. Strategic Plan ECC Excels update – AVP IRAAP Escobar

Committee reviewed ECC Excels document that would be presented to BOT at October meeting. AVP Escobar received feedback from Board who in general agreed the document was appropriate to move forward. Discussed prioritization and understanding indicators that would need to be remedied. Each of the five groups is meeting and assigning a timeline to the initiatives; for example: Year 1, Year 2, etc.

President Quinn reported that Erie County Legislature is interested in an update presentation on ECC Excels.

Chair Murphy brought up alternative designs to enhance document comprehension of outcomes. Top level items of importance could be identified and sent to Board for feedback and to aid them in understanding where assets need to be moved to accomplish initiatives and standards. A dashboard picture page orientation could promote important items each month. The dashboard top layer could be a USA Today style of graph. AVP Escobar said metrics with merit and key statistics could be incorporated into dashboard. Although much of other initiatives would be excluded, the single most important initiative from each metric would be provided monthly for Board review. Multiple graph ideas will be presented to Board for their response. Chair Murphy wants dashboard graphs to display progress on achieving targets.

Inspiration for the styles could be “best practices” that are used by other colleges. Trustee Hobler thought that enrollment/retention is one key piece that drives everything and all initiatives tie in together and would like to see budget implications included along with trends within the college that are immediately affecting them links within the dashboard. Past and current data for a context of where the college is (working graphs) could be considered. ACCT has models with best practices that present this type of information.

The reality of the amount of information reviewed by Trustees and the public should be factored in. Trustee Hobler thought that with the enrollment numbers declining, there is concern about enrollment efforts and how chronic problems are addressed. Board will need to reach a level of understanding of what is being reported and learn to request additional information. President Quinn would like to see a comparison of budgets from year to year to know if ECC is behind or ahead. SVP Pietkiewicz would like to see college’s ups and downs visually. Chair Murphy thought this would be a click through from the dashboard level into deeper detail. Trustee Hobler would like to see the trends at other colleges and the ranges/trends affecting their decision making.

The vision will be to have information linked. For example: Enrollment. Here is the target enrollment number, where we are now and how we are deficient, target populations ECC is seeking to attract, their
growth patterns and the market penetration of these groups . . . say by zip code, initiatives that are being used to achieve target. Board is seeking a nomenclature that will be used by all. AVP Escobar believes that the use of web-based reporting will allow the information to grow rapidly and that college is moving aggressively in this area.

B. Progress of Strategic Plan initiatives – will be reported through ECC Excels Dashboard per above discussion.
C. Progress of Trustees 2016-2017 Priority Report - will be top five priorities reported from trustees retreat.

III. Old business

IV. New business

A. Chair Murphy requested that whenever ECC Excels is referred to that it also include the terminology Strategic Plan because they are the same.

B. A College Master Plan – AVP Escobar reported that ECC has had three distinct Facilities Master Plans and no Academic Master Plan.
   1. Academic Master Plan - would focus on:
      a. Curriculum planning
      b. A five-year plan would focus on program planning with builds, consolidation and eliminations.
      c. Academic stake holders (College Senate, CWCC, departments) - Ask for their five-year curriculum planning priorities. Build a transparent plan for curriculum.
      d. EVP Washousky believes these plans in the past were informal and mostly to have plans moved from three campuses to one campus. Certificates were developed for Workforce Development.
      e. An Academic Master Plan would need to be built and vetted properly into GAP structure.
   2. Facilities Master Plans – would focus on:
      a. Space, technology and resources. Would be accomplished through AF5ME, CSEA type groups. Plans would be built and then assesses as to whether they could be achieved through budget and Excels.
   3. The two Master Plans would be linked and grow together. AVP Escobar thought unit level needs would be reported and then collected into themes for strategic objectives. The high level objectives would be prioritized into needs to communicate high level objectives with the unit level needs. They could be built from governance pieces from ground up. Need high level work of summarizing, looking for themes and high level objectives. From there, incorporate those elements into action plans for each unit and see they are enforced. The unit level action plans need to have teeth in them. Discussed restructuring of college and a RFP prepared by an outside firm (similar to one prepared by JM2) and put it through the College Senate to include faculty. The Academic Master Plan would drive the Facilities Master Plan.
      a. Discussed that 9 of the 14 academic programs recommended by JMZ to be developed and offered by ECC were actually accomplished with a tenth being voted down by program’s advisory council.
   4. Chair Murphy supports the ideas and felt the Master Plan piece would bring it all together, wondering how long it would take to accomplish. EVP Washousky thought plan would bring better quality programs. The STEM building would provide vacant space and college is working to avoid duplication of courses by multiple programs which could expedite plan. However, college is facing Middle States and Strategic Plan.
   5. AVP Escobar thought that an external group would bring in a study and framework but the plan has to be from within and the college needs to deliver. So many internal conversations needed to grow capacity:
      a. College needs to develop a better understanding of its market place to react appropriately. Many governance issues would need to be worked out in this development and include building new.
      b. College would have to work out all changes through CWCC.
      c. College would have to reshape facilities – a business process analysis of what is currently being done. Need a comprehensive facilities analysis.

Part II – Committee’s Trustees met with President Quinn

V. Board of Trustees October 13-14 Retreat – finalized retreat agenda.

VI. Discussed finalization of assessment of President’s self-assessment of past and future goals and performance, past presidential reviews, job description.

VI. Upcoming 2016 Meetings:

Thursday, 11/17 at 11:00 a.m., City Campus Room 172 – later cancelled
Tuesday, 12/06 at 10:30 a.m., City Campus Room 172