AGENDA

I. Call to order

II. Minutes from October 5, 2017 meeting for review

III. Part I – Committee (all)
   A. Standing agenda item(s)
      1. ECC Excels Strategic Plan 2016-2021 – VP Escobar
         a. Update, Progress
         b. Key statistics and data for ECC Board of Trustees (Data Sites: Access, Completion, Engagement, Operations, Success)
   B. Old business
      1. Other
   C. New business
      1. Middle States update
      2. Retention and persistence information
      3. Metrics and appropriate decisions; data driven goals – indicators that build actions
      4. Other

IV. Part II – Trustees’ Discussion
   A. Suggested topics
      1. BOT Retreat and agenda items
      2. Assess past reviews of goals and performance
      3. Explore Policy Governance
      4. Trustees, President self-assessment
      5. Review and update committee’s narrative
      6. Other
   B. Guidelines suggested for dates and times for 2018 meetings

V. Next Meeting: December 5 at 10:30 at City 172
Committee Meeting: **Strategic Planning and Assessment (SPA)**

Meeting date and place:
October 5, 2017 at 10:30 a.m.
City Campus Room 172

Minutes taken by:
Joan Castro, Assistant to Provost and EVP

Committee Chair:
Dennis Murphy

**Attendees:**
* denotes absence
- Dr. Nora Clark, Vice Provost Student Affairs
- Dr. Erik D’Aquino, Vice Provost Enrollment Management
- Dr. Fabio Escobar, AVP IRAAP (Institutional Research, Assessment, Accreditation and Planning)
- Todd Hobler, Trustee *
- Dr. Dan Hocoy, President
- Rebecca Krakowiak, Student Trustee
- Dennis P. Murphy, Chair of Trustees
- Michael Pietkiewicz, Executive Vice President Operations
- Susan M. Swarts, Vice Chair of Trustees
- Richard C. Washousky, Provost and Executive Vice President *
- Krista Woods, Chief Accountant, Accounting *
- Also:
  - Meena Lakhavani, Chief Information Officer of Information Technology Services

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**Minutes**

I. **Call to order**

II. **Minutes from August 3, 2017** meeting were reviewed; all approved acceptance of the minutes.

III. **Part I – Committee (all)**

A. **Standing agenda item(s)**

1. ECC Excels Strategic Plan 2016-2021 – VP Escobar
   a. Update, Progress
      i. Provide a policy for refreshing the college’s strategic plan; incorporate the relationships between unit-level operational plans and the college’s overall strategic plan. Develop a master schedule to refresh the plan at both the unit and college levels in order to ensure that unit plans cohere with the college’s plan.
      1) Board of Trustees Data Site was developed and includes Key Excels Indicators (not listed as targets). Action goals and analytical presentation are needed.
      ii. Establish 5-6 key success indicators that we want to emphasize to the general public (Legislators, Parents, Prospective Students); discussed past data versus current data and the impact of the data.
      1) Vice Provost Escobar presented six indicators and the reporting methods that contain them; including trending from past to present.
      2) Trustee Swarts would like to see more about student and workforce development annual success. Discussed persistence; most of ECC’s dropouts have an average higher than 2.0 percent.
      3) President Hocoy would like to use metrics sought nationally, statewide and SUNY-wide to provide a picture; such as: retention, persistence, graduation rate for performance-based funding (subject to successful transfers to other schools or those who return to work). Relevant metrics information would be on ECC’s website.
      4) Trustees will try out three- and ten-year trends. Key stakeholders will be identified who will find those indicators relevant (Legislators, Parents, Prospective Students). The term administrative efficiency could become fiscal efficiency.
      5) Chair Murphy would like to look at the big picture with SUNY but also sees the need to look at the reality that Erie lives with every day. The Board’s mind need to be
refreshed as to what is important when attending meetings. Chair Murphy said the goal is for the Board to look at this data (with indicators) twice per month.

6) Vice President D’Aquino expressed that not all data will change twice per month; the indicators that drive decisions at a meeting could be included. The semi-annual report (when numbers are locked with SUNY) could be another document.

7) Vice Provost Escobar will see that the document in its final form triggers appropriate questions and reflects accountability. Several static model pages will be provided and will include hover capabilities on definitions, a legend, number 4 will include traditional grad rates of persistence and retention, number 5 will be changed to fiscal efficiency and work on budget high level revenue expense indicators, and he will check out a few new designs. Color coding of data and arrows will be utilized (preferring red, yellow, green and not so many words). Includes SUNY benchmarks for Erie versus other colleges; although Erie’s benchmarks are low compared to other community colleges, this is not communicated to our community. Excels has 30 success indicators.

b. Key statistics and data for ECC Board of Trustees (Data Sites: Access, Completion, Engagement, Operations, Success)

B. Old business

1. Middle States Commission on Higher Education (MSCHE) Report – VP Escobar attended a data presentation in Pittsburg that was a rough preview of the new annual reporting system at MSCHE. The Commission is being pressured by Federal government to deliver annual oversight on (1) specific success measures at the college and (2) determination of whether the college is succeeding on its own Strategic Plan. The college will now submit this information annually and receive feedback each year. The government will look at IPEDs information from all colleges but colleges can provide significant information through alternate optional metrics to the commission in their context. The first report will be due April 2018. The college is waiting on the commission’s final comments in December 2017 of its May 2017 report.

2. Strategic Planning Managerial Policy proposed/discussed last meeting.
   a. Vice Provost Escobar put together a policy for future ECC board members and administrators. The current best practice model will be enshrined in the policy. This will be in alignment with the increased expectations of the Middle States Commission and accommodates shifts in language to a robust assessment structure (all should use assessment to improve units and institutions – expectation is to demonstrate data is used to drive outcome improvements).
   b. President Hocoy’s approach is seeing the data that needs improvement to define where the college needs to go and then establish the metrics to go in that direction. Erie needs to know if the indicators relate to its strategic plan and fit? If the college has the capacity to move its budgets, shift its expense totals, and the capacity to make a difference in enrollment? If so, then it needs to be accountable. Ownership is needed by each group to each goal.
   c. Vice Provost Escobar sees the retention indicator as one of top three goal. Indicators (or goals) need to drive discussion on how college can move forward to achieve the right results. An action team is needed that is driven by tasks and projects and that is managed.
   d. President sees each metric having a working team (or task force) at the college to provide ownership and be tasked. Vice Provost Escobar sees retention goal as a challenge due to no ownership of the goal.
   e. Chair Murphy foresees the retraining of trustees to include being refreshed with information/vision and for metrics to move appropriate decisions, thought first and then discussion.
   f. Program Review managerial policy draft revisions – Vice President D’Aquino recommended: writing out Vice Provost of IRAAPs title; Policy will say all departments will go through
Program Review; the links will be printed out for the policy committee to review; report would say that every department is on the cycle of Program Review.

B. New Business for November’s Agenda
   1. Metrics and appropriate decisions; data driven goals - indicators that build actions
   2. Retention and persistence information
   3. Middle States update

IV. Part II – Trustees’ Discussion
   A. Suggested topics
      1. BOT Retreat and Agenda Items - October 26-27 (efficient yet achieves working together to build camaraderie).
         a. Board meeting is scheduled earlier in day before dinner portion of retreat: (1) Boards’ self assessment will be reviewed (ACCT representative will send summaries to Board by October 15) during meeting (less than one hour), (2) President’s evaluation will fit into a one-hour cycle.
         b. Retreat agenda
            1) President Hocoy would frame up with Board’s officers during phone meeting. President will introduce presentations by managerial staff. President Hocoy could summarize his Opening Day presentation and give an update of the status of his goals focusing on forward aspirations. The individual business reports will be aligned to President Hocoy’s vision of the college: One is creating a new image/reputation for college; seeking for people to take a second look at the college; what is the direction for the touchstones, different from usual presentations at board meetings. In addition, each of the major units will report out on what President Hocoy decides is relevant. Trustee Krakowiak - Students do not know how to reach out regarding difficulties but college needs to focus on aspirations to aid students.
            2) Speaker: Discussed values of potential speakers as historically ACCT was represented, possibly someone from community who would bring value through comments on their company(-ies) in Western New York, or individual representing an international institute working with immigrants.
            3) Onboarding process for trustees is needed.
      2. Board’s Meeting Schedule for balance of year to include: Eight (8) traditional BOT business meetings and four (4) trustee development and discussion meetings which would cycle throughout the year through 12 meetings. Talent Management issues could arise and be resolved possibly through a conference call. Key meeting dates will be pulled from Executive Secretary to the President. Board Officers terms are two years. Committee chairs are appointed by Board chair.

V. Scheduled 2017 meetings: November 2 at 10:30 at North G100; December 5 at 10:30 at City 172.