Strategic Plan Implementation Steering Committee
September 20, 2010
Minutes

Attendance
Dahlia Lynn, Craig Hutchinson, Joyce Gibson, Bob Caswell, Bill Wells, Ross Hickey, David Nutty, Jerry LaSala, Katherine Kuhn, Rob Sanford, Monique LaRocque, Judy Ryan, Bob Bertram, Meg Weston, Joshua Gates, Scott Steinberg, Samantha Langley-Turnbaugh, Susan Campbell, Beth Higgins.

Chair Report: Dahlia Lynn
Welcomed committee members back to the new year; thanked those committee members who shared how they felt about the process to date. Is appreciative that most committee members wanted to continue serving and help move the process forward. The SPSC is about encouraging and championing the strategic planning process in order achieve the goals of the task teams and ultimately the strategic plan. This year must be more action-oriented (we need to talk less, do more) and aligned with institutional resources.

- Wants to talk to members of the strategic planning task teams in order to discover where we are in respect to our goals for accomplishment during the year. There will be briefings with key constituencies across campus including faculty, professional, classified staff senate, University Council, and Student Government Associations.
- Goal 2 is a priority for this year. Conversations will occur throughout the year as we work towards the goal of making student success a priority at USM. Susan Campbell is joining SPSC and will provide an overview of the philosophy of student success.
- Task teams need to make their resource needs known to the Steering Committee so that prioritized strategies for funding and support can be presented to President Botman.

Process and Information Sharing: Joshua Gates
- Each of the Task Team Co-Chairs and committee members were asked to review current rosters, update with new names of task team members and forward to J. Gates.
- Task team 6 will now be co-chaired by Rose Cleary and Susan Evans (Wendy Champkis will temporarily co-chair).
- Lori Arsenault will continue serving as webmaster for the strategic planning webpage.
- Bob Bertram noted there are two vacancies on task team 8.
- Nathan Grant is serving on an interim basis for the GSG, once the Senators are seated and President is chosen, then that individual will be serving on the committee.
- Chair Lynn asked the committee to formally appoint Susan Campbell to the steering committee. Judy Ryan seconded, the committee voted unanimously to appoint.

Reports of Task Teams

Task team 1 - Rob Sanford.
- SP1 has its first meeting set for this Friday, September 24th. The committee is considering what is a 21st Century university and what needs does Maine have that USM can help address. (Sanford).
- Would like to include people from the community in a larger discussion. Expanding the conversation will link to several of the larger goals for USM (Sanford).
● (Campbell) offered to share some of the discussion board postings from some USM students regarding the same topic.

Task team 2 – Beth Higgins.

● Two intervention programs are in pilot stages focusing on writing intervention initiatives. Faculty members in 104C writing course can help identify at risk students and have received a handful of referrals. On-line writing and math program this fall will allow students to work with a tutor online during non-standard hours. Working with David Nutty to get feedback (Higgins).
● Working on a judicial intervention initiative as some students within the first six weeks of school are at risk and by working with student activities and student success they may be able to reduce recidivism. Worked with student representatives to help new students familiarize themselves with the bus systems between campuses (Higgins).
● Developing a faculty ambassador program (Higgins).
● Establishing a campus referral office (funded by SIF funds) at York Community College to help students know more about USM and transfer opportunities. Joe Austin, BOV, faculty and staff to create clearinghouse of learning opportunities for students (Higgins).
● Extensive renovations in Payson Smith to enhance student areas for study and interaction. Working on presentation screens in Payson and Bailey Hall (Higgins).
● Working on a student communication plan (Higgins).

Task team 3 – Monique La Roque.

● Graduate Student orientation well attended with over 110 students participating. The Grad Studies newsletter is going out. Exit survey will be given to students as they leave USM in order to gauge student experience (LaRoque).
● Goal is to expand the agenda and consider professional training as part of the focus of a 21st century university. How does a 21st century university cater to these needs? Conversations but not enough or broad enough about what professional education means at USM. Lots of people looking for non-credit courses or grad certificates. (LaRoque).
● How do we broaden the conversation to the rest of the community? The task force should be able to start making some distinctions about the training that this university can support. (LaRoque).

Task team 4 – Samantha Langley-Turnbaugh.

● The committee is working to identify research priorities for USM and how best to achieve consensus regarding appropriate metrics for determining these priorities. It is difficult given concerns that some research interests will not be seen as a high priority for the university. (Langley-Turnbaugh).
● The team decided to survey the academic deans to help determine research strengths and opportunities. The survey produced limited information and some concern was expressed as to how information would be used. The team did not survey faculty. (Langley-Turnbaugh).
● Since there are new deans in new units, perhaps a series of conversations could take place where the task team could meet with the new deans to help articulate a vision and direction for research. (Langley-Turnbaugh).
Task Team 5 – Meg Weston.
In University Advancement there is a focus on scholarships and $890,000 was raised for scholarships last year. Four new presidential and eight new deans scholarships have been created. No specific campaign currently exists, but advancement wants to continue to offer these scholarships. Joyce Gibson has a great program at LAC with the local banks.
- Advancement needs to improve Alumni outreach. There is an e-newsletter and now a Facebook page.
- A fundraising effort is underway to build a new turf field on the Gorham campus with $1.5 million needed. Ongoing plans include music visual and performing arts project studies for improving facilities. A feasibility study was initiated. Advancement is interviewing 50-60 people in the community about priorities.
- Donor and advancement services will be converted to SunGard®. The SunGard® go-live date is scheduled for mid-October.
- The committee will continue to focus on some of the big picture goals.

Task Team 6 – Judy Ryan.
- J. Ryan provided the team six report. Ryan is not the team six co-chair, but serves as a member of the committee.
- Team six will be bringing a number of groups together to work on diversity. Changes in leadership of the team have caused a slight delay in their meeting schedule.
- The team may want to talk to last year’s diversity group. There might be a way to create formal linkages between diversity committees and this task team in the future.

Task Team 7 – Joyce Gibson.
The team was very active last year, although it did not meet during the summer. Several students are no longer on the team (Gibson).
- The goal is to nurture community across the three campuses. We wanted to get an activity going for the spring. The goal is to set a consistent university hour across all campuses and try to come together during this hour, through the internet, streaming video, or other technology. Desired outcomes for this community hour include retention, strengthening co-curricular bonds, and fostering community. The hour should be an interactive event. Planning may need to begin a year ahead of time (Gibson).
- J. Gibson suggested adopting a more news oriented approach to content on the USM website. Create a virtual university commons for centralized university support services and news. Increase opportunity for community exchange. Provide students, faculty, and staff with centralized support services that present welcoming locations for university activities.
- The responsibility of student life is central to providing student community experiences and mentioned that Chris O’Connor might be a good contact (Hutchinson). J. Gibson responded that O’Connor is already working on this. Janet Etzel is the key contact for family that went through orientation and has received positive responses from family members.
Task Team 8 – Bob Bertram.

- Bob Bertram lost two members of his task team. Team eight tried to get two individuals from LAC. Unfortunately, both candidates declined to serve.
- The team’s goal is to deploy USM’s physical plant for USM’s mission. Team eight has nearly completed a utilities master plan for Gorham and a Portland. The master plan will be completed by the end of the calendar year.
- Facilities Management completed the carbon reduction goal by reducing USM’s carbon footprint by 80%. Facilities will be converting one of the boilers to natural gas to accomplish this goal. The team has not met the goal yet, but almost there.
- Funding was secured for classroom improvement. There will be significant future improvements for Payson Smith Hall. Three very large Energy efficiency projects are underway; one in Luther Bonney and one in Bailey Hall.
- The establishment of a revolving green fund of $100,000 for projects that have a defined payback in energy savings. The lighting project in the campus center is an example, with an energy payback savings of three years. At the end of the three years, the utility budget will be reduced. The parking garage will be going to LED lighting eventually, which will lead to significant energy reduction.

Overview of Student Success – Susan Campbell

Copies of a power-point presentation were distributed to committee members. When thinking about initiatives, the committee should think about persistence as the inclination of a student to continue and retention as what the university can do (Campbell). USM needs to influence the attitudes and intentions of students to persist in working toward graduation. R. Sanford suggested that the magic bullet is the one-on-one faculty connection with students.

- NSSE reports support the idea that connection is a big part of student success. It is important to reflect on what works and what does not. There is a connection between quality of place, the environment, and how students learn. Student success means helping students understand how what they are studying now relates to their imagined future. The extent to which students are engaged and feel satisfied correlates to the likelihood that they are to achieve their goals and graduate. Continuous conversations with students make those connections meaningful. Student fit is as important a part as institutional environment. USM needs to help students connect with resources to help them succeed and positive interactions with all levels of the university are the most important parts. Role models help students understand that they can succeed. USM should continue focus on student learning and educational experience by providing assistance and showing students that they do not learn in isolation (Campbell).
- If we could have the PowerPoint handout online, it could be sent out to the co-chairs of the task teams in order to engage people in the conversation. Susan will post the PowerPoint.
- Student success needs should be an important part of the culture. Many of the projects are a way to plant seeds to change culture. What we really need to do is change the culture (Nutty).
- Chair Lynn suggested that the focus group videos from the branding exercise have important feedback on student success. It would be nice if we can make key parts of those focus group videos available across the campus. M. Weston offered to work with Josh to make those available.
• J. Gibson asked, where do people go to get their news on campus? (R)Most students go to their department website to get information about what is going on (Sanford). As departments upgrade their websites that there should be a link to SP news. We need to do a better job of making sure that smaller departments have support for updating their websites that larger departments already have in order to promote transparency (Lynn). Getting the resources for these things is critical because we cannot do the work unless we get the support we need (Gibson).

**Clarifying Roles and Identifying Strategies for Resource Support**

• There should be a Strategic Planning (SP) communiqué on a regular basis so that the community can find out what is happening without going to the SP website (Lynn). WMPG’s desire to do more programs geared toward information about campus accomplishments. This is a great opportunity for the SPSC to communicate (Gates).

• From a marketing standpoint, (such as the opening breakfast) there are several places where developing community ties into marketing (Weston).

• Everyone who is co-chairing task teams needs to begin identifying their highest priorities for this year so that SPSC can begin to prioritize resource needs at the October 25th meeting. The deadline for submission of this first round of review is October 18th. It is anticipated that another round of review will occur in November (Lynn).

• SPSC needs to come to the table on Oct 25 ready to work on these priorities. Priorities ideally should be student success oriented, boundary spanning and interdisciplinary. These priorities also need to be sustainable and have metrics attached so that results are measurable. A template has been developed for evaluating strategic priorities and the teams will receive a copy of the template (Lynn).

• How can more emphasis be placed on what is being done? How can SPSC identify strategic planning champions across the university? It is absolutely critical that the committee recognize good work (Lynn).

• SPSC should put together a list of resources for funds (Campbell). Chair Lynn responded that the committee is not going to be able to put forth priorities that rely on a source for a one-time infusion of money. Strategies need to be sustainable.

• J. Ryan noted that SPSC should find out if the priorities of groups are the same as they were last year.

Meeting adjourned at 10:29 a.m.