

Strategic Planning Work Team 3
Wednesday, April 20, 2011~ 2-4 pm
Meeting Minutes

Attendees: Paul Witman, Mindy Puopolo, Harry Starn, Carrie Baez, Matthew Ward, George Petersen.

Reaffirmed that Work Team 1 (and specifically, their subteam 1) has responsibility for discussion of identity and culture issues, and this team's primary focus is on programs, locations, structure, and the like. We certainly have the opportunity to pass questions and thoughts on to Work Team 1, and indeed we are well-represented there by Paul Witman, Gerhard Apfelthaler, and George Petersen.

Graduate Reinvestment

Barbara Rex will be meeting with Work Team 3 to discuss graduate reinvestment (date to be confirmed).

The following questions were posed by the group for further discussion:

1. Why are undergraduate programs and graduate programs on different financial systems/structures?
2. Is it an appropriate model for program development and sustainability? How does it drive the prioritization process?
3. How do we define criteria (academic, mission-fit, financial) for creating new programs?
4. What should the motivation be for the program directors to create new programs?

Prioritizing Academic Programs

The following example set of criteria was offered as a starting point for discussion:

1. History, Development, and Expectations of the Program
2. External Demand for the Program
3. Internal Demand for the Program
4. Quality of Program Inputs and Processes
 - Faculty and Staff
 - Percentage of Instruction offered by Full-Time Faculty
 - Students and Curriculum
 - Adaptability with Technology
 - Equipment, Facilities and Other Resources
5. Quality of Program Outcomes
6. Size, Scope, and Productivity of the Program
7. Revenue and Other Resources Generated by the Program
 - Enrollments
 - Cross-subsidies
 - Research grants

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- Fundraising
- Equipment grants
- Potential revenue
- Other sources

8. Costs and Other Expenses Associated with the Program
9. Impacts, Justification and Overall Essentiality of the Program
10. Opportunity Analysis of the Program

Dickeson, R. C., (1999). Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance. San Francisco, CA. Joseey-Bass Publishers

- What does it take to satisfy the criteria and who makes the decision as to when the criterion has been satisfied? *(Please see attached for more criteria examples provided by the team)*
- There needs to be a process in place for program review and it should be an equitable process across all programs.

Next steps:

- Discussed need to address key questions from original charter, including our additions and modifications, in order to provide first-round input to the Strategic Planning Team.
- Agenda for next meeting will be out at least a few days ahead of that meeting.

The next meeting will be held on **Monday, May 2nd** from **2-4 p.m.** in the **Swenson Center, Conference Room #209.**

The meeting adjourned at 4 pm.