

Notes from President's Council  
Tuesday, February 16, 2010  
1867 Room 9:00a.m. – noon

1. We talked about the next few years of JSC's financial picture recognizing the realities of flat (and that may be optimistic) state support in the next several years and the very real decline in high school graduates. We brainstormed thoughts on areas of possible investment in the college that would have a likelihood of yielding higher enrollment and/or retention rates. Some ideas:
  - Investment in the VAC facility; studio arts classes are classes we regularly shut students out of and art is a growing major
  - EDP- especially if NEASC approves our request to deliver an online degree through EDP; adding sections of courses (but not if already FT jsc campus students switch to them; we'd need to focus on new growth)
  - Retention 'bonuses' for returning student making good progress on their degree plans (maximize financial aid's role in reinforcing successful continuation)
  - (not mentioned at the PC meeting; but, I meant to...is continuing progress on our Bentley renovations to make science lab programs more attractive to students.
  - Continue our investments in early success initiatives as they seem to be promising;
2. We discussed the overall emerging College Plan and went through each goal—saving the Strategic Enrollment Management goal for last and a longer, focused discussion.

A general question was raised about duplication ; differing points of view on this and the 'consensus' might be to acknowledge where we overlap so the reader knows we are aware of our statements that spread over into another priority area. Another concern was expressed about length of the report: how to include what we want to include while still having a readable, attractive document (online and in print). Most attractive of what we looked at is the 4"x11" tall plan from UAS. If we were to adapt this format, we would include our six broad goals and their indicators. We would then leave the annual strategies for work plan documents separately available. Doug asked if we would assess regularly; Barbara answered that we would and would build it into annual PC agenda schedule along with setting annual project list.

We still need an introduction to the Plan and should be able to draw on some of the language in the October piece that Barbara presented to the Board—available on JSC website [www.jsc.edu/WhoWeAre/InitiativesAndReports/CollegePlans2010-14](http://www.jsc.edu/WhoWeAre/InitiativesAndReports/CollegePlans2010-14)

Another member pointed out that we need more consistency in descriptive language. Several goals are introduced by a few sentences before the outcomes and indicators are presented; others still need this framework.

### **Goal by Goal Review in the order in which we discussed them:**

#### **#1 Academic Plan for Student Challenge and Success.**

People appreciated the blend of “high standards and high support” model that describes this goal. We discussed that some items would be easier to implement than others; the most ‘painful’ will be restructuring of majors where that seems indicated or justified, the rethinking of electives, and a significant revision to general education. Tyrone and Andrea emphasized importance of including faculty members in this work by calling on the group Dan has identified and, perhaps, including more senior faculty in that working group. Dan agreed to revise this and the second goal to ‘pick up’ pieces of the Enrollment goal as appropriate.

#### **#2 Early and Ongoing Student Success**

This goal seems largely ‘ready to go’ with a look toward adding some SEM items where they fit in. On a further reading, there is overlap between SEM and this #2 goal with regard to transfer students; we will want to note this and acknowledge the duplications where they occur.

#### **#4 Campus and Information Technology Transformation**

We did some wordsmithing about ‘prosper’ (item 3) and whether we want to go back to “benefit”; we will want to update to reflect items already accomplished (SHAPE transformation) or adjust project to “assess year one of SHAPE “. We agreed that this goal now speaks to ambitious work in the information technology arena and will align necessarily with VSC Project 2011.

#### **Goal #6 Strengthening our Future through Development**

This goal needs an intro or ‘lead-in’ statement before outcomes are presented. It was noted that the role of grant identification, writing, and submission needs to be more clearly emphasized. “Culture of Philanthropy” need not be capitalized.

#### **Goal #3 Johnson State College: an informed and strong citizen**

Key outcome #3 (“curricula will evidence...knowledge”) ought to be moved to an indicator of Outcome #1. The items regarding internships under that (now defunct #4) ought to move to indicator or strategy/project of key outcome #1.

We then turned our attention to Strategic Enrollment Management.

First task: to consolidate and reduce the number of key outcomes from 16 to ‘a handful’. We did so with good discussion about what matters most and which items, from the outcomes list could be assigned to indicator status, moved to another goal, or ‘let go’. Essentially, we came up with: keeping #1 and expanding it to include #4; keeping number 3 enlarging it to take in #2; combining #'s 6 and 7; including #10, #13, and #16—with some rewriting and focus.

Barbara's attempt at new key outcomes:

1. Enrollment efforts will focus on students likely to succeed at Johnson State College. Strategies will be deliberate, informed by data, and understood as a college-wide responsibility.
2. A comprehensive marketing program informed by knowledge of our current student groups, emerging student populations, and use of new media will guide recruitment efforts. Communication strategies will be varied, responsive, and individualized.
3. College enrollment strategies and decisions will be based on analysis of data, supported by robust administrative and technological systems, and available to a broad cross-section of JSC staff and faculty trained to use these resources.
4. Students who transfer to Johnson State will be met with student-friendly enrollment and retention practices; prospective and incoming students will receive timely and clear information regarding their transcripts, general education requirements, and major programs of study.
5. Financial Aid analysis and the awarding of institutional aid will support the goals of enrollment management and student success and reinforce progress toward degree.
6. Enrollment management strategies will highlight the importance of alumni—especially recent alumni—in retention and mentoring planning.

Doug and Penny will reconvene their working group to re-approach this Goal area under the new structure of six key outcomes. (Deb's notes—it seems as though she was moving text around on her laptop) might be of some assistance.

#### To Do:

- Confirm the dates of this plan: at present it is a four-year plan: 2010-2014 with next year (2010-2011) serving as year one.
- Title the plan: Keep with a simple **JSC College Plan 2010-2014** or come up with a more descriptive title. In the October draft description to the Board, I used **JSC 2010-2014: A Plan for Access, Success & Engagement**. (While I have no attachment to this title, I think the three words at the end seem to capture the thrust of our goals.) Other ideas? Given the emphasis on demographic shifts and the economy in which we are launching this plan, we might want something that suggests we know our context and world.
- Order the goals: While we didn't take a formal vote or even try to come to consensus...I'm going to propose, as I did at the table this order:
  1. Academic Plan for Student Challenge and Success

2. Early and Ongoing Student Success
3. Strategic Enrollment for JSC's Future (sorry; tinkered w/ the title)
4. JSC: an informed and strong citizen
5. Campus and Information Technology Transformation
6. Strengthening our Future through Development

- Complete the SEM (Goal #3) Doug/Penny in the lead.
- Redraft other five goals as final drafts
- Finalize publication and promotion schedule of plan: GOAL is to have this out before April break!

A very good meeting that ended a few minutes after noon.

I'll send a follow up to this with a suggested timeline and 'release' plan.