



OFF-SITE MEETING

December 8, 2017

Hawthorne Hotel

Salem, MA

Welcome, agenda review, announcements

Chair Mattera opened the meeting and thanked the trustees for taking the time attend the Off-site meeting. He then set the ground rules for the conversation, reviewed the agenda and the Open Meeting Law, introduced the meeting facilitators Kris Clerkin and Kate Kazen of Volta Learning and some of the guest speakers. He then thanked Trustees Scott, Katzman, Chisholm and Murphy who worked on the committee to draft the meeting agenda and expressed appreciation for the leadership staff's work.

Conversation One: The Higher Education Innovation Landscape Strategy

Trustee Murphy opened up the conversation with a presentation on strategy and lay of the land of higher education and its changing demographics, cost and value. She discussed strategic planning (what versus strategy (how). Competitive strategy and choosing not to do things. Shared low cost education value proposition (refer to PPT).

10:44 Break

Trustee Russell suggested a drill down of which programs are competitive (i.e. students from outside our demographic as an in-demand program as one variable, profitability as another) Lutts suggested time to do another review of all our programs. Vice President House mentioned we are working on this now. Trustee Katzman suggested that one exercise might be to rank programs based on market demand. Chair Mattera asked when thinking of SSU what do you think of its strengths? Trustee Russell offered nursing, teaching and business.

Conversation Two: The Regional Comprehensive in the 21st Century Campus Climate Survey Results

Chair of Psychology Sophie Evett and Co-Chief Diversity & Inclusion Officer Rebecca Comage took the floor and discussed the importance of the results of the Campus Climate Survey for retention because if individuals aren't comfortable on campus they leave. The Transformational Tapestry Model was reviewed as the campus is determining its next steps and actions.

Rebecca shared that the data affirms that we have some work to do to better unite our community; but we need to get down to a more granular level to understand the "why". Chair Mattera questioned where the most work had to be done and Trustee Murphy answered 1) the rift between faculty and administration and 2) that racism is alive and well.

Exercise – See slide and fill out cards in response.

Question - *What capability is most important for SSU to build on (current) or develop (new) to maximize potential opportunities or counter potential threats? Exclude campus climate issues. Go a level deeper than the initiatives in the Strategic Plan. See slide and fill out cards in response. On the backside of card note the urgency/timeframe for achieving capability.*

The responses were split half-half between status quo and new initiative and most were ranked as “urgent/immediate”.

Improve status quo:

Develop idea of ideal student.

Reliable data. What do we need to keep doing (more nursing programs = the need for more doctoral faculty to teach)

Cultural competence

Figure out how to remove caps from programs

Admit more students

Review of all SSU programs, adding 3 programs, others to eliminate. What the criteria for the audit?

Better analytics

New Initiative:

Build pipeline with community colleges

Alternative delivery models and alignment with regional employers

Additional business relationships and strengthening alumni networks

Assess skills and how they align with employers (do grads have the skills employers want and need?)

Public-private employability model

Build out Enterprise Center to offer nanodegree programs, alternate delivery models, etc

What did we miss:

Non-academic matters for revenue. Karen House – we are repurposing residence halls and hiring a hospitality firm to operate them.

Review former ssu students who attended but didn't graduate (how many are there?) for whatever reason and help them find the path to finishing – David Silva

Chair Mattera's summarized the Off-site action items:

1. Climate Survey — Develop a set of short and intermediate action steps for improving campus climate, including faculty relations - President Keenan (short-term steps identified by January 24th). Note: Ruthann and Paul to work with President Keenan vis-a-vis trustee relations.

2. Strategic Options — Strategy Committee to recommend strategic options, consistent with today's inputs/outputs, for consideration by BOT at a second offsite in the spring. Note: all trustees are welcome to participate in Strategy Committee discussions.