

LYNCHBURG COLLEGE  
Strategic Planning Team

Minutes of November 8, 2011, Meeting

PRESENT: Co-chairs Steve Bright and Julius Sigler, Debbie Driscoll, Rhonda Johnson, Dan Lang, Tim Laurent, Ed Polloway, Nancy Schneider, Joe Turek, Frank Whitehouse, Lisa Womack, and student interns Rachel Montgomery, K. C. Mendez, and Max Silberlicht.

**DISCUSSION – MISSION STATEMENT/STRATEGIC PLAN – Debbie Driscoll**

Debbie Driscoll led a discussion related to the College's mission, which is currently being reviewed/revised (just reviewed) by the Campus Planning and Resources Committee (CPRC). A special All-Staff Meeting is planned for staff to review and comment on proposed changes to the mission. Frank Whitehouse, chair of the CPRC, spoke briefly about the steps the CPRC is taking related to revising the mission. He has requested that members of the CPRC share the proposed revisions with the faculty within their various schools, and the feedback will be reviewed at the December meeting. Once this step is complete, the proposed revisions will be presented to Dean Julius Sigler and the Mission Task Force for consideration. The faculty would then review, and hopefully adopt, the proposed revisions during a faculty meeting in the spring.

Dr. Driscoll pointed out that substantial changes to the mission will impact the Strategic Plan. She noted that the CPRC members were asked to think about the mission and what it supports. It was pointed out that graduate programs are not emphasized as much as undergraduate programs; this should be modified to place greater emphasis on the graduate programs. We want to avoid having students feel that our graduate programs are secondary to or not as important as the undergraduate programs.

Dr. Turek stated he feels the mission statement does not capture our goals. The mission statement should include two things: 1) what it encourages/what we should be doing, and 2) what it does not encourage.

Dr. Turek noted that preliminary discussion took place at the recent faculty meeting about whether LC should be a college or university, especially now that we are moving towards more international recruitment. Can we continue to operate successfully as a college? Dr. Sigler added that this topic was also discussed at the October Board of Trustees meeting.

Dr. Driscoll referred to the minutes from the past few SPT meetings. On September 20<sup>th</sup>, the "Horizon Thinking" exercise helped to determine prominent issues the College will face and when they would reach their peak. Discussion at that time also included how we respond to these trends that we foresee coming our way. During the October 4<sup>th</sup> meeting, the SPT agreed to recommend funding for Rita Detwiler and Sharon Walters-Bower to travel for international recruitment. At that time we also focused on additional issues the College will face and how to prioritize these.

Joe Turek asked about the possibility of returning a portion of the funds to the SPT when programs/initiatives funded through the SPT are successful in increasing the income to the College. Mr. Bright indicated that the SPT has always worked very well with the funds it receives each year and that if additional funds are needed, the SPT would need to discuss this in more detail. He added that the real reward is the success of the institution.

Next, review took place on the Strategic Plan document. Dr. Driscoll pointed out that Dr. Polloway reviewed the plan and it was determined that about one-third of the priorities are complete or no longer active. Discussion included the following highlights:

*Strategic Direction I – Integrated and Purposeful Curriculum* should include placing greater emphasis on graduate programs. It should also include a statement/goal about preparing students for obtaining successful jobs following graduation. Related to 1-C, Dr. Laurent questioned the target of 100% of graduates having participated in international travel or multiple courses with international content. “International content” needs to be defined. Dr. Turek stated a broader statement is needed related to I-D as he feels this is limiting with the current wording “new programs.” It was agreed that I-G related to student services to enhance student success should remain in the Strategic Plan, but needs to be modified. Frank Whitehouse suggested that we may want to add a statement/goal to address assisting students as they transition to graduate school.

Next, discussion took place on *Strategic Direction II – A Formative Student Culture*. The question was raised as to whether “strengthening” is the appropriate word to use in Goal B related to the Westover Honors Program. Would “maintaining” be more appropriate? Dr. Sigler stated that this continues to be a focus for the College. Dr. Turek added this could also be moved to I-E, “increase academic and intellectual rigor in all academic programs.” “For freshmen” should be added to the end of Goal II-C related to learning communities. The question was raised as to whether club sports/intramurals should be included in II-F related to building campus spirit including athletes and campus organizations. Dr. Driscoll indicated that there have been no reports or updates to this goal. Nancy Schneider pointed out that many students are involved in too many activities. Dr. Polloway noted that the main focus of this should be student engagement and that “campus spirit” may just be a result. Related to II-E, “increase diversity of the campus community,” Dr. Laurent asked how we know whether or not we are successful if diversity has not been defined. How do we measure?

Dr. Driscoll summarized a handout, “Measuring the Mission” which states that we expect students to experience the benefits described in the institution’s mission. Current measures of the mission, division dashboards, strategic plan results, and operational level results guide planned improvements at the institutional level.

Dr. Laurent noted that the review of the Strategic Plan could include three columns. The first could include things we should maintain that we are already doing successfully (important/essential). The second could include things that we need to do to strengthen the institution. And the third could include things we are not going to do. Dr. Turek asked what LC is known for. What distinguishes us in the market?

Dr. Driscoll asked if we could work with a shortened list. Dr. Sigler noted this would be difficult to do until the information from the Board of Trustees retreat is sorted out. Dr. Polloway noted that we could start with Dr. Laurent’s three-column concept.

**NEXT MEETING: Tuesday, November 15<sup>th</sup> – 11 a.m. – Schewel 231**

Respectfully submitted,

Lisa Womack