

**MEETING OF THE BOARD OF TRUSTEES OF THE
WILLIAM PATERSON UNIVERSITY OF NEW JERSEY
Board Retreat
Friday, February 3, 2012**

Mr. Mazzola called the meeting to order at 1:00 p.m. in the Board Room, College Hall.

BOARD MEMBERS PRESENT: Mr. Adzima, Ms. Conway, Mr. Gruel, Mr. Guarasci, Ms. Mascolo, Mr. Mazzola, Ms. Niro, , Dr. Pruitt, Mr. Taylor, Mr. Tolud and President Waldron

ABSENT: Ms. DeMarco-Clisset, Mr. Jackson, Mr. Pesce

OTHERS PRESENT:

Provost and Senior Vice President Weil, VP Cohen, VP Ferguson, VP Martone, AVP Goldstein, Executive Director DeDeo, Chief of Staff Dr. Seal, and Mrs. Santaniello

Consultant: Anthony Knerr

1. **ANNOUNCEMENT CONCERNING ADEQUATE NOTICE OF MEETING:**

In accordance with the "Open Public Meetings Act," the Chairperson publicly announced and had entered into the minutes that "adequate notice" of this meeting was provided. In compliance with this Statute, this notice was posted on the University's web page and also distributed to The North Jersey Herald and News, The Record, and The Star Ledger more than 48 hours prior to this meeting.

AGENDA

2. **Objectives of the Meeting:**

Mr. Knerr stated that the objective of the meeting was to discuss the Draft Strategic Plan prior to the last meeting of the Strategic Planning Steering Committee scheduled for February 6, 2012 and the next steps.

3. **Approval of Minutes of the November 18, 2011 Board Retreat:**

The minutes of the November 18, 2011 Board Retreat were approved as distributed.

4. **Review Activities of the Strategic Planning Steering Committee since the last Board Meeting on November 18, 2011:**

Several town hall meetings have been held, the Draft Plan has been posted on the website and good feedback has been collected. The Strategic Planning Steering Committee will hold its last meeting on February 6, 2012 to review the Draft Plan dated December 15, 2011 with some changes incorporated as a result of the various forums. It is anticipated that the Committee will adopt the final version and strongly endorse the plan for approval by the Board.

5. Review Campus Feedback on the Draft Strategic Plan 2012-2022 of December 15, 2011:

Faculty Senate president, John Parras shared feedback from the Faculty Senate which covered a wide range of opinions, both positive and negative. Some specific concerns raised were the lack of a marketing plan and lack of specific numbers in the Strategic Plan. Professor Parras explained to the Senate that specific numbers would be part of the Implementation Plan. The numbers would be developed in the spring with input from the University community. There was concern about the minimal number of faculty on Implementation Team One, which pertains to academic programs. Dr. Weil noted that there are at least three faculty members on Team One. There was also concern that the focus on Humanities not be lost in the final Plan.

6. Discuss Strategic Plan and Implementation Plan:

Dr. Pruitt asked about the role of the Dashboard Indicators in the Strategic Plan. President Waldron said that Dashboard Indicators would be kept at the management level for the Board to track, but each team will look at the Dashboard Indicators specific to their team's strategic goals. There will be focus on establishing a synergy between the Dashboard Indicators and the Strategy and between the Dashboard Indicators and the Implementation Plan.

Mr. Tolud, raised a question about Strategic Goal IB and whether any programs would be limited by not being listed specifically. Provost Weil and Mr. Knerr both explained that those programs listed are illustrative and not meant to limit or exclude other programs from aspiring to a level of excellence.

Mr. Adzima said he believed the end result of the strategic planning process would be a blueprint for the University, representing the needs of the area, and the needs of the students, and would help the University emerge as a leader in the region – a way to separate ourselves from our competitors. He is not certain this will be the result.

Mr. Knerr said he believes the Committee strongly feels that the Plan charts a very different course for the University and has the potential of distinguishing the University over the next five to ten years. The implementation of the five strategic goals will result in a different University ten years from now. Student success is at the heart of the plan and strengthening matriculation, retention and graduation are key to the success of the plan. The focus of providing exceptional opportunities beyond the classroom combines real life experiential learning with classroom learning, enhances a sense of community and establishes the University as a model of outstanding and affordable public higher education. The implementation will be key. The teams will be looking at the current Dashboards and may re-align the Dashboards as the plan is implemented. The planning will proceed with vigor, and with analytic toughness, the measures will have metrics for both the primary and subsidiary ideas. In answering who the University will serve, the intent is framed in the vision. Mr. Knerr suggested that the University will serve students by preparing them, "...for the careers of today and tomorrow" and will serve to attract the best faculty with the interests and skill set to deliver on the promise and will serve the public in this community and this region by graduating students who have the values, characteristics, and skills to contribute to its growth and advancement.

Mr. Adzima said he doesn't see how the Plan differentiates William Paterson University from our sister institutions. Mr. Guarasci suggested that the strategic goals don't demonstrate in a concrete way how we will differentiate ourselves. He said an example of stating the differentiation would be that we will graduate the teachers and nurses of tomorrow creating an excellent educational and healthcare infrastructure that will provide care for the people in this region. How do we aspire to transform the lives of the students and the surrounding community we serve and how do we state that? The Core Value of Citizenship covers it broadly.

Mr. Taylor said the idea of having nationally recognized programs is a key element in the Strategic Plan. The size and scope is not defined. President Waldron said it will evolve over time as programs are identified as having the potential for national recognition and the faculty in those programs are committed to creating the framework for it to develop. Ms. Conway said she embraced the concern about focus and differentiating the University, but that she accepted the lack of specificity in the Strategic Plan because it is a living document and it will grow and change. Mr. Knerr said he believes that the opportunity to grow and change is an integral part of the strategy. The breadth and depth of engagement in the planning process sets it apart from many. The ownership of the process and the thinking behind it has accomplished the clear framework of high aspirations and the test of its success will be in the implementation and its enculturation into the life of the University.

Dr. Pruitt was in support of not being overly specific. He said that among the numerous new faculty being hired, there may be a few among them who will help advance programs that are not now nationally recognized to that level. It is important not to stifle that development.

Mr. Mazzola raised discussion about how the implementation teams will execute plans and communicate sufficiently so that the plans are coordinated and integrated to advance the strategy. President Waldron said there are five Implementation Teams and one overarching Committee --Committee 2022-- whose job is to receive the annual reports of the five Implementation Teams, communicate annually to the University community on the progress of the strategic planning efforts and provide input to the President on progress and recommendations. Mr. Knerr added that as the implementation goes forward, the annual budgeting process and resource allocation will be tied to the Implementation Plan. The teams will lead these efforts and the Committee 2022 will ensure that integration occurs, with transparency in the processes. The Board will also receive regular updates on the progress.

Mr. Taylor asked about how the Facilities Master Plan will integrate with the strategic Plan. VP Bolyai stated that the last Facilities Master Plan was done in 2003. A new plan will be initiated in the next year or so. Ideally the Facilities Master Plan should follow the Strategic Plan and result in providing the resources and facilities to accomplish the programmatic goals. A mini-master plan is being developed in the interim to look at the core of the campus and the facilities that need attention sooner.

Mr. Knerr observed that the Strategic Plan is now the touchstone for all other planning. The Facilities Master Plan, capital campaign planning, and other planning activities throughout the campus will all be driven by the Strategic Plan and coordinated with it.

7. Strategy Schedule Review and Next Steps:

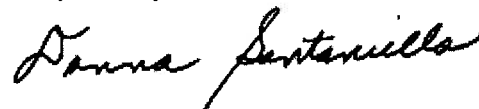
Mr. Mazzola inquired about the measures to chart progress and keep the implementation coordinated, and also to provide ongoing updates to the Board. There will be Dashboards for the Board's use in identifying progress and measuring success. There will be in-depth discussion by the Board on identifying the metrics they determine to be most important and useful. At the department level, strategic plans will be developed and aligned with the University Strategic Plan. VP Martone reported that his division will be working with a facilitator to compare their division and departmental goals against the University goals and make adjustments to align with the goals of the Strategic Plan. Dean Candace Burns of the College of Education, in preparing for the NCATE accreditation, is using the opportunity to develop a strategic plan for the College of Education in alignment with the University Strategic Plan.

Mr. Adzima stated that he is disappointed that competitive, intercollegiate athletic programs are not mentioned in the Plan. He is concerned that if it is not included in the Plan, Athletics will be left out of the facility planning, the funding planning and other planning initiatives. He felt strongly that Athletics contributes greatly to the overall educational experience of the students and the life of the University. Mr. Gruel said that when students leave the University with a strong relationship with their particular college or program, just as many leave with a strong relationship because of their involvement with Athletics. Ms. Conway said the value of teamwork is one that is integral to success in implementing the goals of the Strategic Plan. Athletics contributes greatly to the development of teamwork on all levels. Professor Parras also added that opportunity to bring focus to the importance of Athletics exists in the promotion of academic programs such as sports management and business planning. Sports is a business and provides many career opportunities and options for experiential learning – all tied in with the goals and core values of the Plan. Dr. Pruitt suggested that as the final tweaking of the Plan takes place, that Athletics is incorporated in an appropriate way based on today's discussion.

Mr. Knerr reported that the last meeting of the Strategic Planning Committee will be held on February 6, 2012 and the Committee will receive a final draft which incorporates the comments from the recent town hall meetings and the Board meeting. The Committee will finalize the Strategic Plan and it will be presented to the Board for approval. Then the implementation will begin. President Waldron said that enrollment management initiatives have already been started.

Mr. Mazzola adjourned the meeting at 2:10 p.m.

Respectfully submitted,



Donna Santaniello
Assistant to the President
and Board of Trustees

2/3/12