



UNAPPROVED

BOARD MEETING MINUTES REVIEW OF STRATEGIC PLAN DRAFT

July 1, 2019, 5:00 pm - 7:00 pm, IBS 155A

CWA Board Present: Leslie Durgin, Rashel Gandhi, John Griffin, Margaret Hollingsworth, Shelly Miller, Nathan Roura (via Skype)

Absent: David Brown, Alison Cool, Tina Marquis

Attendees: Steve Bosley (Board Observer), Alan Culpepper (Director of Marketing & Operations), Katie Grady (Conference Coordinator), Laurie Hathorn (Strategic Planning Committee), Yvette Lowney (Strategic Planning Committee) and Peter Spear (Board Observer)

Minutes prepared by: Katie Grady

I. Preliminaries

- a. Introductions
- b. Tonight's Agenda
 - i. Board to raise questions and provide feedback on the Strategic Plan Draft
 - ii. Strategic Planning Committee to provide clarifications to questions/concerns
 - iii. At future meeting: Board will vote on plan approval and decide how to best implement its initiatives

II. Strategic Goal 1: MANAGED GROWTH

- a. Written by Leslie Durgin and David Brown
- b. Initiative 1A
 - i. Rationale: Received consistent messaging of April academic conflicts (confirmed by students), the Fall provides the ability to engage new students, allows programming planning period during the school year and logistic planning during the summer)
 - ii. Question: Aside from anecdotes, do we have any research to show it will bring desired results? Have we anticipated new obstacles?
 - iii. SPC: Transition committee will be needed to plan strategy (and may want to do additional research)
- c. Initiative 1B
 - i. Section i
 - 1. Feedback: Confusing language, hard to understand the goal of this section

2. SPC: A Conference oriented around tracks/themes would have a better flow and more cohesive programming. Each subcommittee working to recruit speakers and build panels supporting main conference themes.
 3. Feedback: This is already happening organically in the sub-committees and would likely be well received.
 4. Request: Remove examples (ie.post-panel discussions etc) from bullets to prevent confusion
- ii. Section iii
 1. Question: Does this mean multiple keynotes?
 2. SPC: Open to it.
 3. Question: Are these high profile speakers standalone or infused into panels?
 4. SPC: The hope is both.
 5. Add Challenge: Increased security with high profile speakers
 - iii. Section iv
 1. Question: How or why should we include this in CWA?
 2. Rationale: There has been a desire for more tangible outcomes from the conference and in response an expo would offer connections to local non-profit organizations or ways to get involved in a panel's subject matter
 3. Question: All Week? One Day? Only after 1 Panel?
 4. Request: Change wording to “develop a Key Outcomes Report” and broaden the language from the one example
 5. Feedback: Love the artistic representation of the conference idea

III. Strategic Goal 2: A CONFERENCE BY AND FOR THE STUDENTS AND THE COMMUNITY

- a. Written by Meredith Maney and John Griffin
- b. Initiative 2A
 - i. Summary: Elevating community members into a mentoring role and students to take more leadership and involvement into sub-committees, removing separate student committee.
 - ii. Rationale: Student attendance at panels is predicted best by student recruited speakers and student built panels. It then makes sense to be incorporating the students into all committees
 - iii. Feedback: If removing student-only committee, a conscious involvement of students in deciding the general conference themes should be considered
 - iv. Question: How does this impact student logistic planning?
 1. SPC: Identify opportunities for student involvement in marketing, logistic, operations outside of the programming committees.
 - v. Question: How to prevent intimidation by community for new students joining?
 1. SPC: Continue to have student only meetings as means of orientation and then handoff volunteers to student chairs, who ideally will be running the sub-committee meetings
 2. Add Challenge: How to ensure student involvement in a mixed committee
 - vi. Question: Where is the “growth of the community role” represented in the initiatives?

- 1. SPC: The community will remain the main source of connection to speakers but their involvement will be raised to that of a mentorship relationship.
- 2. Request: Add in the language to clarify the mentorship leadership responsibilities as “community growth”
- 3. Add Challenge: We need some way to monitor/measure if these dynamics are working after the training
- vii. Idea: Involve Aaron Roof for Student Leadership Involvement
- viii. Question: Why does it require additional faculty recruitment?
 - 1. SPC: The desire is to have each committee with faculty advisor, who doesn’t need to attend meetings but provide guidance to the committee in speaker selection and panel planning
 - 2. Request: Clarify the Faculty Advisor role
- c. Initiative 2B
 - i. Add Challenge: Bureaucracy hurdles of implementation
 - ii. Add Challenge: Staff-time constraints in its implementation and management
 - 1. Idea: Bring in a work-study student? Utilize the sub-committee chairs?
- d. Initiative 2C
 - i. Question: If including students as Guest Speakers, will we stop recruiting Guest Speakers from faculty? From organizations? Or will it increase the number of Guest Speakers on panels?
 - ii. Request: Clarify Intentions

IV. Strategic Goal 3: FISCAL RESPONSIBILITY

- a. Written by Alan Culpepper and Kay Clagget
- b. Initiative 3A
 - i. Question: What does “reduced incentive to enhance donor outreach” mean?
 - ii. SPC: The more we rely on advancement to support us the less incentive we have to go out and find money.
 - iii. Request: Separate first challenge into 2 and reword the second bullet
- c. Initiative 3B
 - i. Request: Add bullet that says “CWA provides CU the service to community” to highlight the town and gown collaboration
 - ii. Request: Include in-kind contribution language into University and Community support
- d. Initiative 3C
 - i. Summary: Identify speaker in advance to leverage in fundraising for the speaker’s honorarium
 - ii. Request: Add a pitch to include fundraising for all speakers’ travel support
- e. Initiative 3D
 - i. Request: Clarify “reset expectations among volunteers” from only a donation of time to also include financial support
 - ii. Add Challenge: How to “encourage” without demanding “pay for play”

V. Strategic Goal 4: ORGANIZATIONAL PERFORMANCE & EFFECTIVENESS

- a. Written by Laurie Hathorn and Yvette Lowney
- b. Initiative 4A
 - i. Request: Add into description language about “CWA Culture”
- c. Initiative 4B
 - i. Request: Clarify/Redesign the various chair roles: “community” “sub-committee” “vice” “co” with precise language and ensure the SP Plan is consistent.
 - ii. Request: Ensure the language is used correctly throughout the SP
 - iii. Request: Include in job descriptions the minimum qualifications to be each role (ie: committee members need to have access to technology)
- d. Initiative 4C
 - i. Request: In bullet #1 add “and vice-versa”

VI. Next Steps

- a. Office to provide the SPC’s initial list of questions for each strategic goal in a plan appendix
- b. Request: Under each initiative add a clarifying sentence of the “Motivation”
- c. Office to update draft and provide to Board with notice of motion of vote to accept the report at the July meeting (with a minimum two weeks)
- d. At the July Meeting: Address and questions, comments and friendly amendments
- e. At the July Meeting: Board to vote on plan approval
 - i. Board Acceptance will close the Strategic Planning Committee
 - ii. Implementation of the approved initiatives is pending Transition Committee plans.
- f. Once approved: Plan to be shared with the Chancellor

VII. Meeting Adjourned at 6:45 PM