BOARD OF TRUSTEES
FOR THE
CONNECTICUT STATE UNIVERSITY SYSTEM
MINUTES
SPECIAL MEETING
System Office Boardroom, 39 Woodland Street, Hartford, CT 06105
June 14, 2010 – 3:00 p.m.

TRUSTEES
Karl J. Krapek, Chairman   Angelo J. Messina
Richard J. Balducci, Vice Chairman   John H. Motley
Theresa J. Eberhard Asch, Secretary   L. David Panciera
Michael A. Caron   Ronald J. Pugliese
Andrew Chu   Peter M. Rosa
Mercedes DeMasi   John R. Sholtis, Jr.
John A. Doyle   Gail H. Williams
Elizabeth S. Gagne1

TRUSTEES ABSENT:
Fr. John P. Sullivan   Alex Rodriguez

OTHER OFFICIALS PARTICIPATING VIA TELECONFERENCE
David G. Carter, Chancellor, Connecticut State University System (CSUS)
Jack W. Miller, President, Central Connecticut State University (CCSU)
Elsa Nuñez, President, Eastern Connecticut State University (ECSU)
Stanley F. Battle, Interim President, Southern Connecticut State University (SCSU)
James W. Schmotter, President, Western Connecticut State University (WCSU)

STAFF TO THE BOARD
Erin A. Fitzgerald, Associate for Board Affairs

CALL TO ORDER
Chairman Krapek called the meeting to order at 3:00 p.m. and, following roll call, declared a quorum present.

ADOPTION OF AGENDA
Chairman Krapek requested a motion to adopt the agenda as presented. Trustee Balducci so moved; with a second by Trustee Eberhard Asch; the agenda as presented was unanimously adopted.

1 Trustee Gagne participating via teleconference
OATH OF OFFICE

Chairman Krapek administered the oath of office to student trustee Mercedes DeMasi from WCSU welcoming her to the Board. Trustee DeMasi stated that she was honored to serve on the Board of Trustees. The Chairman introduced student trustee-elect Scott Nolan from ECSU who was attending in a non-voting capacity as his term begins July 1, 2010.

INTRODUCTORY REMARKS

Chairman Krapek offered the following introductory remarks:

“I am immensely proud of the work being done throughout the Connecticut State University System, by the students, faculty, staff and administrators. CSUS truly is a catalyst for Connecticut, providing a great education and great value. Many of my colleagues on the Board attended commencement ceremonies last month, and I know they were genuinely impressed and inspired by the accomplishment of our students.

That is certainly true of the 12 Barnard Distinguished Student award recipients who were recently honored. Without question, they are among the finest college students in the country—absolute proof that the work we do here and the caliber of our students can stand up against any university in the world.

This year, for the first time in our history, CSUS set all-time records for the number of full-time undergraduate and full-time graduate students in the same year. As you on the Board know so well, total enrollment now exceeds 36,000, and 93 percent of our students are from Connecticut. Most importantly, especially when so many of Connecticut’s young people are leaving our state, is the fact that 86 percent of our graduates stay in Connecticut after graduation, to pursue their careers and contribute to the state’s economic vitality and quality of life.

Four other statistics underscore the impact we have on the state:

- New applications continue to increase, up 4 percent in the past two years.
- Transfer applications are up 12 percent in just the past two years, and 51 percent since 2001.
- And of the 1,000 students transferring from out-of-state colleges to CSUS universities last fall, 83 percent were Connecticut residents coming home. That’s up from 76 percent the previous year.
Also, an increasing number of our graduating seniors are choosing to pursue a master’s degree, now up to 29 percent – and more of them are doing so at one of our institutions – 60 percent, up from 53 percent the previous year.

We also take tremendous pride in the Dual Admission program we launched with the Connecticut Community Colleges, and the work we are doing with the business community. We are taking concrete steps to develop academic programs that respond specifically to the state’s workforce needs. For example, just a month ago the General Assembly approved legislation that would allow us to move forward with plans for an Ed.D. in Nursing Education, to be offered collaboratively by Southern and Western, and Governor Rell signed that into law at Western just a few weeks ago.

So, as we move forward with today’s agenda, which includes our strategic planning, as we will discuss in just a few minutes, there is a solid foundation on which to build, and many successes in which to take pride.”

ESTABLISHMENT OF AD HOC COMMITTEE FOR THE PURPOSES OF REVIEWING SECTION 10.2 OF HR POLICIES FOR CHANCELLOR AND UNIVERSITY PRESIDENTS.

Chairman Krapek stated that on October 1, 2009 the Executive Committee approved a revision to Section 10.2 of the Human Resource Policies for the Chancellor and University Presidents, which was then reported out to the full Board on October 8, 2009. The Chairman indicated that the Executive Committee had intended to review the item for fine-tuning if necessary, however, in light of the considerable attention to this issue in the last few months, he felt the most appropriate course of action was to empanel an Ad Hoc Committee for the purpose of reviewing Section 10.2. The Chairman informed the Board that the Ad Hoc Committee would be chaired by Trustee Elizabeth Gagne, with Trustees Peter Rosa and Angelo Messina also serving. Chairman Krapek noted that he had every confidence in the committee to review the revised procedure and to report their findings back to the Board. Their charge is general, intentionally, as he did not want to be prescriptive or to limit the scope of their review in relation to Section 10.2. The Chairman remarked that he knew the Board would welcome the results of the Committee’s deliberations and that he hoped the work could be concluded by fall. All meetings Ad Hoc Committee will be conducted in compliance with all open meeting requirements, and the notice provisions of state law.
REPORTING ON 6/14/10 EXECUTIVE COMMITTEE MEETING

Chairman Krapek reported that the Executive Committee met prior to the Board meeting for the purposes of receiving the Chancellor’s rescission recommendation regarding the retention award authorized last year for the CSUS Chancellor as well as the performance recognition awards for the university Presidents and Chancellor. Chairman Krapek indicated that while this was not an action item for the Board’s consideration, he wished to share with the Board the Executive Committee’s decision in this regard. When approving those items in 2009, the Committee agreed to revisit the issue prior to moving forward with the July 2010 scheduled disbursements. The Chancellor reported to the Committee in the staff report, which was provided to all members of the Board, that in light of the ongoing fiscal crisis and financial uncertainty in the future, coupled with the Chancellor’s statement that he would not accept the retention award as authorized if offered, that the Committee should rescind their action in this matter. The Committee unanimously accepted the Chancellor’s recommendation to rescind.

In the same fashion and with the same reasoning as to the advisability of not moving forward with the Committee’s authorized performance recognition awards for the Chancellor and University Presidents, the Committee also unanimously accepted the Chancellor’s recommendation to rescind.

In other Executive Committee action, the Committee received an update from Chancellor Carter regarding steps being taken at the universities and System Office in light of anticipated budgetary cuts.

Chairman Krapek also noted that the Executive Committee received an informative update on pending litigation at the universities and system office. The report received indicated the following number of pending claims or lawsuits:  1 at the System Office; 6 at Central; 7 at Eastern; 8 at Western and 23 outstanding pending claims or lawsuits at Southern, which is more than at the System Office and the other 3 universities combined. Chairman Krapek remarked to Dr. Battle that the Board understands he is working on this and expects to see substantial improvement in the future.
DISCUSSION AND POSSIBLE VOTE RELATING TO THE CSUS CHANCELLOR.

Chairman Krapek noted that at the Board’s April 8, 2010 meeting at Southern Connecticut State University, the Board returned from an Executive Session which included a robust discussion concerning the performance of Chancellor Carter. While no vote was taken during that Executive Session, the Chairman asked Board members if he could make a statement on behalf of all members when returning to open session and, at that time, shared the statement he wished to make on behalf of the full Board and noted there was no objection to his doing so at that time. Chairman Krapek read the following statement “it is the opinion of the Board of Trustees that the Chancellor continues to provide effective leadership and guidance to the University System and the Board looks forward to his continued efforts on behalf of the faculty, staff and students that we serve.”

Chairman Krapek noted that all Board members received a copy of a letter dated June 4, 2010 containing multiple exhibits which had been sent to all legislators by the Chairman and Vice Chairman. The Chairman read the following from that letter: “…[we] express our full and complete confidence that Chancellor David Carter has faithfully, completely and effectively complied with all Board policies throughout his tenure as President of Eastern and Chancellor of CSUS…”

Chairman Krapek indicated he wanted to offer each Board member who wished to do so the opportunity at the day’s Special Meeting to speak to this matter and, at the end of the discussion, to entertain a motion for a “vote of confidence” in Chancellor Carter.

Chairman Krapek opened the floor for all trustees to speak, with the following trustees offering their input:

Trustee Gail Williams stated that while she has the utmost respect for Dr. Carter and Chairman Krapek and does not feel that any policies were broken or bylaws violated, that she feels a review of all HR policies is in order. She noted that she has spoken in public previously expressing her concern that the Board needs to tighten up how it governs and to shepherd more of what is presented to the Board. She thanked the Chairman for the special meeting and for the opportunity to speak publicly about her concerns.

Chairman Krapek thanked Trustee Williams and indicated that in response to her request for a review of all HR policies, while he had previously advised her that those policies were continually monitored and reviewed by the Chancellor in compliance with his
Letter of Priority, he had referred her request to the Finance & Administration Committee of the Board for inclusion as a discussion item on the agenda of their next regularly scheduled meeting.

Trustee Rosa remarked that he had an appreciation for the duty of loyalty and that he had previously expressed his concerns internally, not publicly. For that reason, he noted, he did not feel it was an appropriate time to call for a vote of confidence, particularly given everything that has happened to date. Trustee Rosa added that the substance of the decision in question is something with which he does not agree.

Trustee Pugliese offered his opinion that now was the most appropriate time to have the discussion before the board and to call for a vote of confidence. Trustee Pugliese stated he felt Dr. Carter was one of the finest, if not the finest, public servants in the State of Connecticut and that he was proud to be on the Board and proud to work with him. Trustee Pugliese reiterated his position that this was the most appropriate time to vote, while also noting he had a lot of respect for Trustee Rosa. Trustee Pugliese offered a motion for a vote of confidence in Chancellor Carter. Chairman Krapek thanked Trustee Pugliese and asked him to hold the motion until each Board member had an opportunity to speak. No second offered.

Vice Chairman Balducci noted that in reference to Trustee Williams’ remarks concerning the Board and the need to work together, he noted that now was the right time for a vote to see where the Board stands, adding that if a fracture exists within the Board at this point, it’s a problem. He added that the Chairman has empanelled a committee to review Section 10.2 and that the charge of the committee was not prescriptive but for a full review of the item. Vice Chairman Balducci noted that Trustee Rosa was a member of that committee and would have input into what was reported back to the full Board. Vice Chairman Balducci stated he felt it was critical for the Board to maintain a cohesive attitude.

Trustee Motley noted that he currently serves on 6 or 7 boards and has never been more proud to serve on any board than he is of his service to CSUS as well as of the leadership provided to the System by Chancellor Carter. Trustee Motley stated that a house divided cannot stand and it was his hope that the Board would come out of this additional opportunity for a robust discussion, as a stronger Board.

Trustee Sholtis remarked that he has known Dr. Carter for over 20 years and is extraordinarily proud to serve with the fellow members of the Board. Trustee Sholtis relayed
the many times he had personally witnessed Dr. Carter’s commitment and dedication to the students while he was president of Eastern and to the System in a host of capacities. Trustee Sholtis stated that the Chancellor has proven his dedication consistently over more than 40 years of public service and that there was not, in his mind, one single reason or justification to portray the Chancellor and his actions on behalf of the System as anything less than thoughtful or deliberative in all of his decisions. Trustee Sholtis stated that he could not imagine how anyone could cast a vote of no confidence against Dr. Carter. On a related matter, Trustee Sholtis noted the upcoming budgetary reductions and the need for very tough decisions, remarking that Dr. Carter was the right person at the right time to lead the System.

Trustee Panciera noted he wanted to speak to the humanistic side of Chancellor Carter having known him for 35 years. In his experience as Chairman of the Student Life Committee of the Board, Trustee Panciera had many occasions where he heard of Dr. Carter’s personal commitment to the students, ranging from knowing their names and seeing them on campus to visits to the hospital. He echoed Trustee Sholtis’ comment that the Chancellor was the right man for the right time.

Trustee Rosa offered that he, too, had known the Chancellor for a long time, indicating that Dr. Carter had been one of his favorite teachers many years ago. Trustee Rosa reiterated his statement that the day’s meeting was not the right time to cast the vote being requested and that he’d be more comfortable voting when the matter was behind the Board. He added that the issue before the Board was not about Dr. Carter and that he personally was not happy with how the Board dealt with the revision to Section 10.2. Trustee Rosa added that he read the proposal when it was proposed and while he didn’t like it, he chose not to voice his concerns at that time. Trustee Rosa stated that if a vote was cast, he would vote present.

Trustee Williams added that she, too, was proud to serve as a trustee and that while what was being said at the meeting was all nice and syrupy sweet and there is the whole David Carter kind of band wagon, that she was not comfortable with what the Board was considering voting on and the amount of pandering that goes on at the Board.

Trustee Motley called for a point of order addressing the Chair stating that personal characterizations are not appropriate. Trustee Williams noted that “you have to call a spade a spade” adding that opposing views are often dismissed by the Board. Trustee Williams stated that that there were a lot of things that she was confident in about the Chancellor, but it
comes down to there were a lot of things she objects to regarding how policies were executed over the past six or seven months. That, she stated, was the issue, not Dr. Carter. Chairman Krapek noted that a vote was necessary as the Chancellor could not continue in his job without the support of the Board.

**Trustee Pugliese moved that the Board of Trustee for the Connecticut State University vote to express confidence in Chancellor David Carter; Trustee Sholtis seconded and passed with 11 in favor; 1 opposed; 2 abstentions; 1 present) as detailed below:**

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<thead>
<tr>
<th>TRUSTEE</th>
<th>VOTE</th>
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<tr>
<td>Karl J. Krapek, Chairman</td>
<td>Yea</td>
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<tr>
<td>Richard J. Balducci, Vice Chairman</td>
<td>Yea</td>
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<tr>
<td>Theresa J. Eberhard Asch, Secretary</td>
<td>Yea</td>
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<tr>
<td>Michael A. Caron</td>
<td>Yea</td>
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<tr>
<td>Andrew Chu</td>
<td>Nay</td>
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<tr>
<td>Mercedes DeMasi</td>
<td>Abstain</td>
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<tr>
<td>John A. Doyle</td>
<td>Yea</td>
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<tr>
<td>Angelo J. Messina</td>
<td>Yea</td>
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<tr>
<td>John H. Motley</td>
<td>Yea</td>
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<tr>
<td>L. David Panciera</td>
<td>Yea</td>
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<tr>
<td>Ronald J. Pugliese</td>
<td>Yea</td>
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<tr>
<td>Peter M. Rosa</td>
<td>Present</td>
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<tr>
<td>John R. Sholtis, Jr.</td>
<td>Yea</td>
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<tr>
<td>Gail H. Williams</td>
<td>Abstain</td>
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**STRATEGIC FOCUS INITIATIVE**

Chairman Krapek thanked Trustee Gagne for her participation via teleconference acknowledging that she had to disconnect from the meeting. Trustee Gagne expressed her appreciation for being allowed to participate and added that she supported the revised visioning document presented to the Board.

*Note: Trustee Gagne disconnected from the call; terminating her participation in the meeting.*

Chairman Krapek noted that the Connecticut State University System had not broadly considered its mission and objectives with a strategic and overarching focus since 1997 and that much had changed in the world, in the state, and in the system, during the intervening years. It was time, therefore, to review and establish or re-state a common vision and articulate a clear set of broad expectations, so that we can more effectively chart CSUS’s
future over the next ten years. Last December, and again in May, the Board began to address the following broad issues:

- Challenges facing higher education
- Challenges facing Connecticut higher education
- CSUS role for Connecticut

Chairman Krapek noted that following Board approval, this process would include others in the system over the next several months. The development of an updated strategic focus will provide a framework to guide the System into the future. It will outline how the System will realize its mission and values, as well as identify strengths and weaknesses, threats and opportunities, and goals and objectives for CSUS. Further, it will specify where and how CSUS will obtain the resources needed to accomplish the goals and objectives, identify key players responsible for helping CSUS achieve success, and create an action plan with dates, clearly identified responsibilities, and resources needed for execution.

The strategic focus document for the Board’s approval consists of that which Board members suggested for incorporation at the last focusing session. Chairman Krapek emphasized that all Board members were invited and encouraged to participate in this process. The Chairman advised the university presidents that the item should be viewed as an umbrella document which would not seek to change that which the universities have already done in the way of their own strategic planning, but rather it would concentrate on what the system should do to serve the state and facilitate the execution of the universities’ plans and the vision of the Board of Trustees. Trustee Doyle offered the amendments below to the Planning Imperatives contained in the May 27, 2010 memorandum from Dr. William J. Gammell (attachment A):

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<table>
<thead>
<tr>
<th>CSUS Planning Initiatives</th>
<th>Renumber Priorities 1-5 to 2-6</th>
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<tbody>
<tr>
<td>Add new Priority 1 as follows:</td>
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<tr>
<td>Operating CSUS in light of severe budget reductions</td>
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<tr>
<td>Reductions FY12 – FY17</td>
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<tr>
<td>• Development of options to respond to various levels of state operating fund reductions</td>
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<tr>
<td>• Development of options to respond to various levels of state capital funding reductions</td>
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<td>And further</td>
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<td>That any proposed revision of the CSU Mission Statement be referred to the Academic Affairs Committee for its review and approval</td>
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<tr>
<td>That all matters concerning academic aspects of the system strategic plan be referred to the Academic Affairs Committee for its review and approval</td>
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Trustee Doyle asserted that it would not be acceptable for the Board to plan and then wait for reductions and react. He added that it was critical that the Board make planning for potential severe budget reductions beginning in FY12 a priority component in the strategic planning process.

Chairman Krapek added that as contained within the staff report which was provided to all Board members, our acceptance at this time of the over-arching visioning standards would allow for the establishment of priority work groups for each of the five Board-specified priorities, made up of representatives from the four universities and system office. Chairman Krapek stated that it was anticipated the process would take approximately two to four months, with the Chancellor bringing this to the full Board, through the Executive Committee, for review and approval, hopefully, before the end of the calendar year. **Trustee Pugliese moved that the Board of Trustee for the Connecticut State University vote to accept the May 17, 2010 visioning document and associated timeline as amended by Trustee Doyle’s amendments; with a second from Trustee Sholtis, the motion passed unanimously.**

**BOARD AGENDA DEVELOPMENT PROCESS**

Erin Fitzgerald, Associate for Board Affairs, provided an overview of the Board’s agenda development process.

**ADJOURNMENT**

**Trustee Panciera moved to adjourn; Trustee Motley seconded the motion and the meeting was adjourned at 4:03 p.m..**

Respectfully submitted,

Theresa J. Eberhard-Asch, Secretary
Date: May 17, 2010

TO: CSUS Strategic Focusing Initiative File

From: William J. Gammell, Ph.D.,
Associate Vice Chancellor for Strategic Planning, Institutional Research, Market
Research and Analysis

THE FOLLOWING WAS DEVELOPED IN RESPONSE TO THE DIRECTION PROVIDED
AT THE BOT’S SECOND STRATEGIC FOCUSING SESSION ON MAY 13, 2010. THE
FOLLOWING IS NOT “SET IN STONE,” BUT RATHER A DRAFT TO FURTHER REFINE.

Version 2.1

CSUS Vision

CSUS embraces a vision where the System, through its four student-centered universities –
Central Connecticut State University, Eastern Connecticut State University, Southern
Connecticut State University, and Western Connecticut State University, contributes
significantly to the achievement of our state in further developing as a place that is economically
strong, culturally rich, environmentally healthy, and in which all citizens have the opportunity to
pursue a fulfilling quality of life. The System will enable the people of Connecticut to succeed
by providing the most accessible, affordable, and highest value education possible.

CSUS Core Values

The Board of Trustees developed a set of guiding principles for the Strategic Focusing document.
The following values were found by the Board to be central to the System:

Excellence – We pursue the highest standards in teaching, academic achievement and
organizational performance.

Integrity – We build positive relationships through honesty, respect and compassion, which
enhance the self-esteem, safety, and well-being of our students, faculty, and staff.

Equity – We foster an environment that serves all students and aspires to eliminate achievement
gaps.

Diversity – We promote opportunities to expand our worldview through exposure, and greater
understanding of all peoples, cultures, and lifestyles

**Citizenship** – We work as a team to ensure the educational success of our students, and have a responsibility to create in Connecticut an educated citizenry to support responsible roles in a democratic society and provide a globally competitive workforce to drive the State’s economy.

**Transparency** – We encourage a process of operation that engages in information sharing and meaningful debate on important public policy issues in order to make informed decisions.

**Sustainability** – We are committed to move toward environmental sustainability; to develop a culture of protecting the environment; and, to utilize approaches that is less dependent on energy.

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**CSUS Mission Statement**

The mission of the Connecticut State University System (CSUS) is to enhance the quality of life for the people of Connecticut by:

- Providing through its four universities and their four distinct missions a comprehensive range of high quality, accessible and affordable educational opportunities that are relevant to today’s changing world;
- Providing knowledge-based programs and services that are responsive to the needs of the citizens of Connecticut and the state’s economy;
- Engaging in creative activities and scholarship that expand the boundaries of current knowledge;
- Serving as an economic engine for the State of Connecticut;
- Stimulating intellectual awareness of the citizenry; and,
- Contributing to the cultural wellbeing and civic growth of Connecticut.

The Connecticut State University System fulfills its mission through the effective and efficient management of its resources and the focused missions and activities of each of its universities.

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**CSUS Planning Imperatives**

CSUS chooses to focus its collective resources and activities, over the next five years, on five overarching priorities. The five guiding priorities are as follows:

**Priority 1: Closing the Achievement Gap within CSUS and the State**

- Improving Minority/Low Income Achievement
- Establishing more partnerships with K-12 systems
Priority 2: Creating Knowledge, Promoting Economic Development, and Advancing the Quality of Life of Connecticut Citizens

- Continue to expand the awareness of the extraordinary role CSUS plays in the state’s economy.

Priority 3: Addressing the State’s Critical Workforce Needs

In addition to the contributions CSUS and its institutions make to the health and economic vitality of the state through their core functions of teaching and outreach, CSUS also recognizes its responsibility to address specific workforce and other needs the state has identified as critical to its development.

CSUS will work to address the state’s requirements for:
  - Graduates who can fuel the state’s knowledge-based economy; and,
  - Highly qualified professionals to fill shortage areas in K-12 teaching, nursing, other professions.

Priority 4: Identifying New Efficiencies and Practicing Exemplary Stewardship

The present model and assumptions of how higher education is delivered needs to be intensively reviewed. As a public system of higher education, CSUS has a responsibility to continuously seek innovative ways to leverage its available resources, and find new ways to deliver high quality education with fewer resources. The present era of diminishing state resources makes this priority imperative if the CSUS is to achieve its desired goals.

Initiative 5: Cost/Energy Reductions

In its educational and service activities, CSUS is committed to preserving the environment and its valuable resources. CSUS will focus on substantially reducing the consumption of energy and natural resources throughout the system. CSUS will also look for other cost reductions continuously.

WJG
5/17/10

june 14 spec/sr strategic focus attachment digest 05 13 10a.doc
Accomplishments and Next Steps— CSUS Strategic Focusing Initiative Timeline (05/25/10)

What’s been accomplished to date?

1. Process accepted for consideration by BOT Exec. Comm. (10/01/09)
2. 1st BOT Visioning Session (12/10/09)
3. 2nd BOT Visioning Session (5/13/10)

Outcomes from BOT visioning sessions:
Creation of a Visioning document that includes:
- CSUS vision and mission developed
- CSUS core values articulated
- Five CSUS planning imperatives determined

What are the next steps?

1. Receive sign-off from BOT for Visioning doc. (6/14/10)
2. Enlist & charge Priority work groups (TBD)
3. CSUS Sr. Staff develops draft of Strategic Focusing Plan (TBD)
4. COP to review and provide continuing input and recommendations
5. Chancellor presents Strategic Directions to BOT for Approval (TBD)

Priority work groups for each of the 5 BOT-specified priorities will be made up of representatives from across the system.
ITEM

Strategic Focus

BACKGROUND

On December 10, 2009, Board members participated in a Focusing Session, facilitated by Dr. Thomas Meredith, from which, the following draft items were developed responsive to input received from the trustees.

- Vision Statement
- Core Values
- Mission Statement
- Planning Imperatives

The drafts identified above were shared with all members of the full Board for their review, prior to moving forward to the next step in the process, which was to reconvene another strategic focusing session, again facilitated by Dr. Meredith, on May 13, 2010. As was the case with the first strategic focus session, all members of the Board were invited to participate. The 2nd session involved a robust discussion of the aforementioned draft visioning documents and Board members’ expectations, resulting in a further refinement (attached) of the vision statement, core values, mission statement and planning imperatives.

This updated document is now being submitted to the full Board for review to ensure staff has adequately captured the input provided by the Board prior to moving forward.

As detailed in the attached timeline, the Board’s acceptance at this time of the overarching visioning standards, will allow for the establishment of priority work groups for each of the five Board-specified priorities, made up of representatives from the four universities and system office. It is anticipated that this process will take approximately two to four months, with the Chancellor bringing this to the Board, through the Executive Committee, for review and approval, hopefully, before the end of the calendar year.

CHANCELLOR’S RECOMMENDATION

Accept the attached visioning document dated May 17, 2010 containing the Board’s Vision, Core Values, Mission Statement and Planning Imperatives to allow staff to move forward in development of a strategic focusing plan consistent with the Board’s priorities for the Board’s review and approval when it is received.