The meeting was called to order at 3:30 PM.

In attendance: Tom Bear, Carla Doty, Dave Dwyer, Sue Edwards, Rita Eykamp, Jennifer Graban, Patrick Hayden, Thomas Josenhans, Laura Paglis

The purpose of today’s meeting was to continue developing strategic goals from the enrollment growth ideas generated in past sessions. Tom began the meeting by sharing some information from the Dec. 7 Steering Committee meeting about the suggested format for reporting our information. We also saw another working group’s report as an example.

So that our work-to-date is all recorded in one place, the first three goals and related actions from our prior meeting are listed first below, followed by the two new ones generated today.

From our December 1 meeting:

1. Strengthen connections with the local community.
   - Engage more with local high school honors students
   - Bring high school students on campus more, incl. overnight programs
   - Enhance marketing of adult programs; develop stronger brand identity
   - Develop more articulation agreements

2. Improve student recruitment and retention capabilities.
   - Improve retention of professional admissions staff
   - Develop integrated admissions effort across Office of Admissions, academic departments, alumni(?)
   - Invest in quantitative tools, statistical analysis, tracking
   - Identify and cultivate niche markets, e.g., Scouts, military; consider program adjustments that may be needed

3. Enhance ability to provide course content more flexibly to a larger constituency.
   - Alternate schedules, times, locations, platforms
   - e.g., Harlaxton, summer classes, evening classes, online

Today’s ideas:

4. Enhance marketing of nationally known “spires” and emerging programs to increase our visibility.
   - e.g., Theatre, P.T., Harlaxton
   - Identify and grow programs that are emerging as distinctive areas

5. Grow entrepreneurial capacity so that we can respond more nimbly to continually evolving market needs.
   - Create vehicle to identify and develop new program ideas
• Develop independent review / vetting process for proposals
• Consider using Adult Programs as incubator to pilot new ideas
• Allocate resources and seek outside funding (e.g., grants) to support initiatives
• Can we manufacture demand, as well as react to it?

Tom and Laura will work on refining our recommendations further and developing a rationale for each. They will meet with Dr. Kazee on Dec. 9 to get his initial reaction and feedback. The resulting report will be shared with the Working Group via e-mail for their comments. Tom and Laura are scheduled to present our recommendations to the Steering Committee on the morning of December 14th.

The next meeting will be Tuesday, December 14, at 3:00 PM.