Members in attendance: David Fowler, Mark Gruenwald, JoAnn Laugel, Dwight Merilatt, Chris Mohn, Pete Sherman, Jeff Wolf and Mary Wylie.

Mr. Wolf reported that following the recent Strategic Planning Steering Committee meeting, President Kazee conveyed his satisfaction with our group’s goals and noted that they were exactly what he had envisioned for the group. We have three very solid goals with which to work.

Next step is to consolidate the objectives under each major goal. This work group is not expected to resolve how these goals are to be accomplished. This group is determining potential opportunities. The department assigned a particular objective will be responsible for establishing plans for accomplishment of their assigned goal/goals.

The submission deadline for our template is Friday, January 7, 2011. The following two Wednesdays there will be two hour Strategic Planning Steering Committee open forums dedicated to determining final goals, tactical plans, and objectives. The final goals and objectives will be then presented to the campus community and the Evansville community for comments/suggestions. The final document will go to the Board in February.

The group discussed the rationale for the goals and objectives/tactical plans and determined that the margin target of 2-3% should be part of the rationale.

Following discussion, the group consolidated the goals under the three major themes as follows:

1. Identify New and Enhance Current Funding Sources
   a. Increase net tuition revenue for undergraduate programs
      - Pricing strategies
      - Targeted enrollment growth (programs, countries, transfer students)
      - Strategic use of financial aid
   b. Grow non-traditional revenue sources
      - Adult and Continuing Ed
      - Summer programs/conferences
      - Distance learning
      - Condensed, strong and highly focused programs
      - Increase number of students living on campus
   c. Make strategic use of endowment to fund initiatives
      - Higher spend rate
      - Market rate borrowing
2. Expense Management and Resource Allocation

   a. Evaluate all programs across campus against established criteria
      - Oversight committee
      - Outside consultant as a facilitator
   b. Closely monitor expense growth for value/benefits
      - Positions/salaries
      - Non-salary expenses/costs
   c. Identify opportunities for efficiency gains
      - Technology
      - Outsourcing
      - Group purchasing organizations

3. Pursue Fundraising, Grant Opportunities and Third Party Investors to Provide Facilities to Meet Academic and Student Life Needs

   a. Fundraising
      - Identify date for next capital campaign
      - Project specific campaigns
      - Replace/supplement past major donors
   b. Develop Formal Grant Program
      - Staffed grant office
      - Consultant to identify grant opportunities
      - Faculty merit for grant submission
      - Sharing overhead costs with grantee department
   c. Identify potential third-party funding for revenue producing projects
   d. Create a Master Facility Plan
      - Campus-wide
      - Student village housing
      - Deferred maintenance needs