Present: Teri Alexander, Lynn Belding, Kathy Brock, Staphanie Clark, Pam Durham, Mary Gaines, Bruce Herczogh, Charlotte Holmes, Phil Howard, Kathy Hunter, Beth Jarrard, Teresa Kelley, Lillian Lappie, Kay Long, Tammie McCall, John McKenzie, Mike McLeod, Ben Morton, Robbie Nicholson, Kathey Ricketts, Dick Simmons, Michael Simmons, Sandy Smith, Ray Smith, Patsy Sowell, Ruth Taylor, Ray Thompson

Absent: Ron Herrin, Diane Jones, Fran Massey, Stanlee Miller, Jana Mize, David Muhlberger, Judy Pilgrim, Faye Rister, Anolyn Watkins

From the Chair: Patsy welcomed newcomers and visitors. She also introduced Stassen Thompson, Chair of the Strategic Planning Committee.

Highlights of Stassen Thompson speech:

Strategic Planning Committee is a permanent standing committee designed to advise the President on issues, goals and priorities, and strategies. The Committee has broken tradition by not setting representation by colleges. The planning process involves environmental scanning/organizational assessment to vision/strategic direction to strategic action and finally to operational planning or implementation.

Task Forces were formed in 6 areas to look at strengths, weaknesses and opportunities. The current plan focuses on undergraduate education, environment, advanced materials and biotechnology. Implementing the committee recommendations falls primarily to the University Administration.

TQM or Total Quality Management is a concept used by the Strategic Planning Committee in setting goals or benchmarks although this concept is not widely accepted across campus. Based on the findings of the task forces, a one page vision statement was written by the committee. The committee proposed 6 objectives:

1. Excellence in the education of students.
2. New paradigm to integrate teaching, research and public service into a synergistic relationship.
3. Faculty will be internationally recognized.
4. Global perspective will characterize CU.
5. Commitment to community and collegiality will be strengthened.
6. National prominence will be established in areas based on existing strengths.

The greatest challenge facing the Committee is the writing of the benchmarks. Stassen asked for the input and help of the Commission in working on the benchmarks.

Questions for Stassen:

1. You've been working on strategic planning for 2 years. Has enough time passed for some concrete evolvement?

   Yes - Stassen would like for the Commission to invite some of the task force members to speak on progress in particular areas. Research and teaching programs are focusing on areas that have needs and were identified.

2. What is the flow from goal to implementation?

   Classified staff would see a shift towards the areas identified. The biggest impact would be towards Total Quality Management.

3. What about funding in general areas (not designated by SPC)? How will TQM affect us?

   In terms of funding, resources will be utilized more. The payoff is new ideas. Block budgeting doesn't identify strategic planning. The Innovation Fund has been used in the past. Identification of focus areas has not been detrimental to general emphasis areas. Some re-allocation may happen but not a detriment to general areas, purely a shift. Total Quality Management (TQM) will work if we can push Columbia to embrace this concept.

4. In the November issue of CU Nite a statement was made concerning public service defined as faculty and classified staff nor students were mentioned. Why?
Stassen suggested that we take this to the Strategic Planning meeting via our representative Ruth Taylor to have this matter clarified. Staff and students need to be added.

5. An employee questioned a concern at a lack of cooperation towards adopting Total Quality Management. Stassen commented that TQM will change the way you think forever. Six or seven groups are using TQM for project work with success. Not all administrators are sold on the idea of TQM. Stassen suggested that we invite Joy Smith to our meeting to talk about project work and TQM.

6. Is there a plan to implement TQM?

A few guided experiences are being tried and those success stories will be used to sell the idea. It is not being forced.

From the Chair:

We will invite Joy Smith to the February meeting. In addition we'll invite John Ludeman to the January meeting to discuss the statement in the November CU Nite. Patsy asked for corrections or changes to the minutes. Kay Long and Mary Gaines were left off of the attendance list. Pam Atkinson resigned. Robbie Nicholson will be the representative and Connie Leslie will serve as alternate. The Golf Tournament was very well attended. The helpers were great. Over $3000 was earned.

Committee Reports:

Policy - Lynn Belding - No report.

Communications - Ben Morton reported that the next Newsletter was being finalized.

Welfare - Lillian Lappie reported that the committee has a meeting the following week. The employee who was concerned about the change in review date is pursuing the matter through other channels. Dick Simmons advises all employees to check with Personnel before using leave without
pay. Lillian reported that Dave Fleming has prepared a survey on night classes.

**Scholarship Report** - Sandy Smith reported that the golf tournament was a huge success. Twenty-three teams played; thirty seven gifts were given. The members were supportive and a great help. A special thanks to Dewey Barefield. Beth Jarrard commented that some people were confused because the announcements did not specify that the event was open to the public. A financial statement will be presented at the January meeting.

**Treasurer's Report** - Jana was absent.

**Ad-Hoc Election Committee** - Kay Long reported that nominee forms were mailed to the representatives who are rotating off the Commission.

**New Business** - Mike Simmons, Parliamentarian, presented a resolution from the Executive Committee to make a one time exception to allow Sandy Smith to serve as Chairperson next term although her term as a representative expires this year. The resolution was passed. Patsy asked representatives to consider changing the bylaws to accommodate this situation. The matter will be discussed in the January meeting since the by-laws are vague.

**University Committee Reports:**
Traffic and Parking - Stanlee Miller absent.
Accident Review Board - Kathey Ricketts - no report.
Strategic Planning - Ruth Taylor reported that the next meeting will be held on Monday and she commended Stassen Thompson for his work on the committee.
Joint City University - Mike McLeod - no report.
Facilities Planning - Ray Smith - no report.
Committee to Promote the Clemson Experience - Lynn Belding reported that a rough draft is ready for President Lennon to review.
Athletic Council - Patsy Sowell reported that the group continues to look into ACC ruling changes.
President's Cabinet - Patsy Sowell reported that the Wayne Buckingham situation was discussed. Also the budget was discussed. There will be no announcements or word on cuts, etc. until January 15, 1992.
Recreation Advisory - Phil Howard - no meeting.

Telecommunications - Judy Pilgrim absent.

Centennial - Dewey Barefield absent.

Old Business - none.

New Business - Ruth has namebadges and will mail these out. Patsy encouraged all staff to attend the General Faculty and Staff meeting on December 18 at 10am. Sandy will be attending in place of Patsy.

The meeting was adjourned at 11:35am.

Recorded by Teri Alexander.

NEXT MEETING - Tuesday, January 14, 1992 - 10:00am
STUDENT SENATE CHAMBERS.