

Office of Executive Director of Institutional Effectiveness and Human Resources

WHAT: Minutes - University Strategic Planning Team Meeting

WHEN: 3:00 – 5:00 September 17, 2025

WHERE – Pierce Conference Room or Teams for those who cannot make it to campus and those invited to attend (UAC – CCC).

ATTENDANCE:

President: James T. Genovese

Executive Vice President & Chief of Staff: Dr. Drake Owens

Executive Vice President & Provost: Dr. Greg Handel

Vice President, The Student Experience: Reatha Cox (*Mary-Katherine Horton Maggio*)

Executive Director, Economic Development & Advancement: Laurie Morrow

Executive Director, University Affairs: Jennifer Kelly

Executive Director, Institutional Effectiveness & Human Resources: Veronica M. Biscoe

Chief Financial Officer: Rodney Wilson

Chief Information Officer: Ron Williams

Chief Marketing Officer: Cole Gentry

Dean, College of Arts & Sciences: Dr. Francene Lemoine

Dean, Gallaspy College of Education & Human Development: Dr. Neeru Deep

Dean, College of Nursing & School of Allied Health: Dr. Aimee Badeaux

Dean, School of Business: Dr. Greg Handel

Dean, Graduate School: Dr. Mary Edith Stacy

Director, Intercollegiate Athletics: Kevin Bostian

Director, Culture & Climate: Brittany Blackwell Broussard

Director, Institutional Effectiveness (DIE): Frank Hall

Faculty Senate President: Dr. Frank Serio (absent)

Research Council: Dr. Betsy E. Cochran

Director, Institutional Research: Dawn Mitchell (absent)

Community/Public Service: Steven Gruesbeck

SACSCOC Writing Team: Dr. Christopher Gilson

Student Government President: Madysen Morgan

Minutes:

- ❖ The President's Key-Findings Brief concludes Assessment Cycle (AC) 2024-2025 – Making a Difference to Strategic Plan 2023-2028 – *Providing Education of Enduring Value* and sets the conditions for AC 2025-2026 – *Leading the Way*. The University Strategic Planning Team provided its findings for the eighth iteration of its institution-wide assessment of all strategic focus areas, academic programs, administrative and student support services, core competencies, and special topics areas such as the Student Government Association, Research within the Mission, Quality Enhancement Plan, Community/Public Service within the Mission, and Capital Outlay. This process enables analytical comparisons between the results of the previous year and the current year, as well as the established target. Analysis of these results drives holistic institutional improvement. Of the 1,391 key objectives,

Prepared by: Frank R. Hall

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outcomes, measures, or metrics collected, 81% (1132) were positive, thereby quantifiably demonstrating Northwestern is accomplishing its mission while further demonstrating its commitment to improving our region, state, and nation.

- ❖ President Genovese presented his AC 2025-2026 Priorities and thanked the Strategic Planning Team for their dedication and unwavering support in driving improvement.

The President also approved the following:

- Academic Excellence target for Objective 3, metric 1, target reduced from 400 to 300
 - Academic Excellence, Objective 3, metric 3, revised to exclude GRE
 - Academic Excellence, Objective 4, removing metric 2 (number of department or college events), as it no longer provides meaningful information for decision making
 - Academic Excellence, Objective 5, removing metric 3 (Professional Development), as it no longer provides meaningful information for decision making
 - Student Achievement Criteria (original approval given 25 September 2024).
 - Cultural Competency, Objective 1, target reduced from 50% to 41% as it better aligns with national data
 - Cultural Competency, approved, combining metrics, dealing with the total number of students of color, should it be appropriate.
- ❖ The Director of Institutional Effectiveness (DIE) highlighted the next steps in closing out AC 2024-2025 as being the production and review of the AC 2024-2025 – *Making a Difference* assessment document. Once the draft is finalized, it will be sent out for review and comment. If there are no changes, the DIE will request permission from the President to release the document. The document and brief will be placed on the Institutional Effectiveness website.
 - ❖ The meeting adjourned at 4:15.
 - ❖ AC 2024-2025 IE Model Calendar is attached - Key Dates below:
 - ❖ **05 Nov 2025** **Strategic Planning Team Meeting**
 - ❖ **06 Nov 2025** **University Assessment Committee Meeting**
 - ❖ **06 – 09 Dec 2025** **SACSCOC Annual Conference - Music City Center, Nashville, TN**
 - ❖ **11 Feb 2026** **Strategic Planning Team Meeting**
 - ❖ **12 Feb 2026** **University Assessment Committee Meeting**
 - ❖ **27 Feb 2026** **All Mid-Year Input – Reports Due**

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- ❖ **04 Mar 2026** **Student Achievement Input Due**
- ❖ 10 Mar 2026 Update Student Achievement Website
- ❖ **11 Mar 2026** **SFA - Program-Unit Mid-Year Update**
- ❖ **Academic Program, Unit, and Core Competency Assessments Tracker AC 2025-2026.**
Attached

The next SPTM meeting is on November 5, 2025, in the Pierce Conference Room.