Our working group met four times during the Fall 2009 semester, holding meetings during the first week of each month from September through December. Our meetings have been well attended with a minimum of nine Working Group members at each session and a maximum of eleven members at our very first meeting. Bob Morro joined our group when John Cacciola took a position outside of Villanova. Only one of our initial student members has been active with us, so we are effectively a group of 14.

At our meeting in October we had a presentation from Dean of Enrollment Management, Stephen Merritt, on planning in enrollment management and how University planning and bringing in a class each year intersect. Neil Horgan also made a presentation on the University’s budgeting process.

Our group identified nine individuals/offices across the University for our initial round of interviews. Over the course of late October through November, interviews were conducted with the following individuals/offices:

<table>
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<tr>
<th>Fr. Peter Donohue</th>
<th>Dr. Barbara Wall</th>
<th>Dr. John Johannes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Ken Valosky</td>
<td>Mr. Stephen Fugale</td>
<td>Fr. John Stack and Ms. Kathy Byrnes</td>
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<tr>
<td>Dr. Ellen LaCorte</td>
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Each of these interview sessions were attended by minimally three members of our working group and in each case one working group member coordinated the interview session, took the lead at the session on behalf of the group and took responsibility for working with then other interview attendees to put together written notes on the interview. These notes were shared verbally and discussed with the full Working Group at one of the meetings following the interview sessions. The notes were also posted to our Working Group folder on the SharePoint server.
Subsequent informal conversations were held between a member of our working group and Steve Merritt around a particular follow up question or two as a result of his presentation and points that came up during other interviews and with Fr. Dobbin about the history of strategic planning at Villanova.

It is likely that additional interviews will be scheduled with Michael O’Neill in University Advancement and with Ann Diebold from University Communication, as we move forward. Additional interviews may be arranged with some others as our continued analysis unfolds.

At our December meeting, we decided to sub-divide the questions we have been asked to address relative to the two standards we are examining (#2 and #3) into the following four clusters:

♦ Mission and Planning and Budgeting
♦ Planning and Budgeting processes, transparency and inclusiveness
♦ Performance Measurement
♦ University Resources and Resource Allocation

Each of the 21 questions we have been asked to address, across our two standards, has been assigned to at least one of these four sub-categories. However, given that the clustering of the 21 questions into four sub-categories led to sub-sets that aren’t each mutually exclusive, some questions will be addressed by multiple sub-groups from slightly different perspectives.

Each of our Working Group members has volunteered to work with one sub-group. The subgroups will now begin the process of responding to the set of questions they have been assigned, writing up their reports and determining whether additional information needs to be collected to adequately respond to each of the questions.

We are working to schedule meetings of the full Working Group for this semester, but are finding it difficult to arrange such. In turn, the sub-groups are proceeding with their work, and we shall bring the full Working Group together as necessary. We continue to use our Work Group specific folder on the SharePoint server as a means to disseminate and share information. Moving forward we may also begin to employ wiki technology, allowing working group members to respond to one another’s work.