STRATEGIC PLANNING COUNCIL

Thursday, April 14, 2022

Virtual Meeting held via Microsoft Teams

MINUTES

In attendance:

MaryLou Araneo	Arlene Jackson	Dr. Irene Rios
Shady Azzam-Gomez	Dr. Camille Karlson	Dr. Tat Sang So
Dr. Edward Bonahue	Theodore Koukounas	Dr. Lauren Tacke-Cushing
Joanne Braxton	Thomas Law	Christina Vargas
Dr. Caroline Burns	John Lombardo	Scott Votke
Zachary Frost, Student Trustee	Dr. Elizabeth McCormick	Carol Wickliffe-Campbell
Kaliah Greene	Janine Muccio	Dr. Helen Wittmann
Mark Harris	Isaac Oddoye	Joshua Wolfson

Professor Theodore Koukounas began the meeting at 3:48pm:

- He welcomed the membership to the meeting.
- The minutes from March 31, 2022, were reviewed, and there being no corrections suggested, a motion was made to approve them. A vote was taken, and the minutes were accepted as written.
- The SPC subcommittee has been taking suggestions from all areas of the College community and meeting weekly to discuss and tweak the draft of the Strategic Plan. The draft contains the previously agreed upon values and goals. While it is approaching its final state, we are still making minor changes to the language of the strategic objectives.
- Cabinet members and administrators who support them should be looking at the final draft of the Strategic Plan and thinking about operational planning activities for next year, how those activities might link up with some of the strategic objectives, and how they might be measured.

The feedback from the town hall meetings was discussed:

- The Institutional Goals and Values subcommittee considered feedback regarding distance education, student programming and engagement, and assessment of hiring, recruiting, and retention of employees in leadership positions.

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- Changes to the language of some of the strategic objectives were discussed. The changes put forth by the subcommittee either made the objective more inclusive or seem less like a goal.
    - Under Student Learning, "Instill instructional best practices consistently with distance education" became "Instill instructional best practices for community colleges within all course modalities".
    - Under Student Engagement and Success, "Ensure access to student opportunities that encourage personal and professional growth" was added.
    - Under Equity and Social Justice, "Assess recruitment, hiring and retention practices to improve the college's underrepresented minorities, especially in faculty and professional positions" became "Ensure best practices in the recruitment, hiring and retention of college employees to better reflect the demographics of the broader community and the ideals of diversity, equity and inclusion". Also "Foster a unified college culture of inclusion and belonging" became "Through systemic professional and student development, foster a unified college culture of inclusion and belonging".
- A final call for feedback on the strategic objectives from the college community will be sent out shortly. The SPC will receive all the feedback in advance of our next meeting on May 5th.
- It was asked why tutoring is not mentioned in Student Engagement and Success. There isn't a specific bullet point in the strategic objectives for it but that would fall under the Student Learning category. The two categories are not exclusive of each other and do overlap in certain areas.
- It was suggested that the newly added bullet in Student Engagement and Success be rephrased. To keep the objective forward-facing, perhaps rephrasing it to add "Grow additional student opportunities and foster access…" The suggestion will be brought back to the subcommittee for further consideration.
- There will be one more round of tweaking of the strategic objectives before the membership will be asked to make the document final and move on to the next step in the process.

The Available Data Points and Key Performance Indicators were discussed:
- The 2013-2020 Strategic Plan included values, institutional goals, measurable institutional objectives, and key performance indicators. Based on the Strategic Plan, we created the following documents:
    - The Operational Plan contained the annual priorities put forth by the Cabinet members. They were generally tied to the Institutional Goals, Middle States Standards, Achieving the Dream capacities, and President's Goals.
    - The Report of Institutional Effectiveness contained an update on the measurable institutional objectives and key performance indicators.
    - The Annual Assessment is done by both the academic departments and AES units, and they are tied to institutional goals and measurable institutional objectives.
- In reviewing the previous Strategic Plan, it was discovered that the measurable institutional objectives and key performance indicators were never tied back to the Strategic Plan.
- There are currently 6 goals and 21 strategic objectives associated with the 2022-2027 Strategic Plan. For the 2022-2023 Operational Plan, in addition to tying to the institutional goals, there has to be a link to the strategic objectives. For example, we have an institutional goal of open access and one of the strategic objectives is to create and implement strategies for recruiting and enrolling adult students.
- At the last SPC meeting, a draft of the suite of available data points document was distributed. The list is not all inclusive and is just a starting point to help in determining what data points

are available that could create the key performance indicators used to measure the status of the operational planning activities.

- A clarification of the meaning of 100% of time, 200% of time, etc. was requested. One-hundred percent of time means the student graduates in two (2) years, 200% of time means the student graduates in 4 years, etc.

- A clarification on how persistence rates are measured and how that differs from retention was requested. Persistence measures the number of students who continue from the fall semester to the spring semester. Retention measures the number of students who continue from the fall semester through to the following fall semester. Another question about the existence of spring to fall persistence and spring to spring retention was asked and discussed.

- It was suggested that Cabinet members consider not just looking at the list of strategic objectives and then tell us what you're going to do but look at the list as a community and develop working groups to decide what to do before we move forward with the operational plan. By having the Cabinet members say what they are going to do for the upcoming year is not really collaborative. In the current operational plan template, there is a space for "Responsible Executive" and another for "Lead Responsibility" but that can be changed to "Collaborators".

- While we finish creating the Strategic Plan, we need to continue to make the connections between strategic planning, operational planning, and annual assessments.

- In prior years, the Report of Institutional Effectiveness focused on the measurable institutional objectives and key performance indicators and that report feeds into the Middle States annual institutional update. We will be reworking the Report of Institutional Effectiveness and some of our other reports for the upcoming year.

- Cabinet members were asked to begin the discussion now about some of the possibilities for our upcoming annual operational plan. Looking at the strategic objectives, come up with 3 or 4 things you'd like to focus on for the upcoming year and which collaborators you will need to help you accomplish them. Also, looking at the available data points, are there any others that aren't on the list that we might want to add to help guide your plans. Also consider if there are some benchmarks that could give a target that you may want to reach in your plans. We can take data points and review data from previous years to look for trends, and research best practices.

- It was asked if we should be looking at sister institutions when setting up our benchmarks to see what works for them and evaluating if that might work for us as well. That is definitely a piece to consider. The IPEDS database allows us to establish a cohort of peer colleges that we think we should be compared to.

- It was asked if we include CUNY schools when doing comparisons. We have looked at CUNY schools for other things like placement test guidance, but typically we compare with other SUNY schools.

- President Bonahue thanked everyone for their contributions throughout this process. As we continue to wrap up the strategic plan, the SPC now needs to turn its attention to how the strategic planning process interfaces with annual operational planning. That is the way on a year by year basis we can make a difference. The aspirational exercise for long-term planning sets the tone but how we translate these aspirations into action on a year by year basis is where the rubber meets the road and is where the SPC has an important role to play.

With no further business to discuss, the meeting was adjourned at 4:49 pm.