

**Strategic Planning Subcommittee
Meeting Agenda
February 15, 2022
2:00pm – Zoom (details in the calendar invite and below)**

1. Review of minutes
2. Ketura Parker, Vice President for Institutional Advancement, Introduction and mid-year strategic plan update
3. Yi Li, Academic Affairs mid-year strategic plan update
4. Dyanna Pooley and Allison Pease, restructuring assessment bodies at John Jay
5. New Business

**Strategic Planning Subcommittee
Minutes
February 15, 2022
2:00-3:00pm**

Present: Yi Li (*Chair*), Allison Pease (*Designated Chair*), Ric Anzaldua, Ned Benton, Teresa Booker, Brian Cortijo, Jay Gates, Heath Grant, Karen Kaplowitz, Dyanna Pooley, Francis Sheehan, and Alison Orlando (*recorder*)

Guests: Hungde Chan, Rulisa Galloway-Perry, Brian Kerr, John Paul Narkunas, Ketura Parker, Alena Ryjov, and Andrew Sidman

1. **Approval of minutes from November 16, 2021.** The minutes were approved as proposed.
2. **Institutional Advancement mid-year strategic plan update.** Ketura Parker, Vice President for Institutional Advancement introduced herself to the committee and gave an update on the progress that is being made towards the goals in the strategic plan for Institutional Advancement. The first goal she spoke about in her plan was the overall funding goal of \$3.2 million, which of \$2 million has already been raised. She said that they are on track to reach and possibly exceed this goal with another \$4.2 million of funding in the pipeline. She then moved on to speak about the goal to increase the number of alumni mentors to 140, as this will give the college an opportunity to engage with alumni who could provide funding to the college. She reported that they have exceeded this goal with having 210 alumni mentors. Another goal of the division was to raise \$200,000 for the student emergency fund, and she announced that they have raised over \$300,000. The last goal she mentioned was to add 20 new scholarships for students. She explained that they have added 10 new scholarships and she is confident they will reach this goal. The floor was then opened for questions. Allison P. asked if she is encountering any challenges to reaching any of her goals. Ketura P. said one challenge is developing a robust individual giving program as 65% of the funding we receive is from foundations. The other challenge she mentioned is the staffing level in her division. Rulisa G. asked what is being done to engage students to take the scholarships that have been created. Ketura P. said her office is working closely to develop a communications plan and internal campaign to get students to apply and engage with our scholarships.
3. **Academic Affairs mid-year strategic plan update.** Yi L. reported on the progress being made towards the goals in the strategic plan for academic affairs. He gave some context and spoke about the challenges the college is facing due to the pandemic, and how this has affected some of our metrics such as our first-year retention rates. However, the college is working to give students the best possible learning experience and for the spring semester there has been an increase in faculty-student engagement with 57% of our classes being fully in-person. He then moved on to give updates on the strategic plan within each of the units in academic affairs including the Office of the Advancement of Research, Undergraduate Studies, Graduate Studies, Associate to the Provost for Faculty, and Institutional Effectiveness. Allison P. inquired about areas of challenge where it will be difficult to meet our targets. Yi L. spoke about several issues including the challenge in sustaining funding for the cohort programs that have been key in the success of our undergraduate students. Ketura P. spoke to this and said that one of her goals is to create permanent funding sources for our student success programs.
4. **Restructuring assessment bodies.** Allison P. spoke about the proposal to restructure the assessment bodies at the college. She explained that it has become apparent that the focus of assessment at the college has been on the side of academic programs, and that there needs to be improvement in the assessment of administrative areas. The restructuring of the

assessment bodies will address this issue by adding three specialized assessment bodies: the Academic Assessment Committee (AAC), the General Education Assessment Committee (GEAC), and the Administrative Educational Student Support Assessment Committee (AESAC). The SPS will remain as the oversight body for assessment. Allison P. explained that having three specialized assessment bodies would allow each committee to have an assessment focus and include representatives from those areas. The floor was open for comments. Brian C. had some structural concerns of shared governance with dividing faculty and staff into separate committees. He added that he could see how some of his concerns could be resolved with the SPS being the oversight committee since it has shared governance. Allison P. asked if there were any governance concerns about piloting this program next year. Ned B. felt it should be fine and that the SPS has the ability to form these three entities. There was a discussion on if the CWAC was a college council committee. Allison P. said she would clarify with the Office of Legal Counsel and put this item back on the agenda at the next meeting of the SPS.

5. **New Business.** There was no new business.

DRAFT – February 2, 2022

Strategic Planning Subcommittee (SPS)

Mission

The mission of Strategic Planning Subcommittee of the Budget and Planning Committee at John Jay College is to oversee and support the College's comprehensive strategic planning process including development of major planning documents, accreditation studies and related processes including the systematic and comprehensive assessment of John Jay's operations in both, academic and non-academic units in fulfilling its mission and ensuring student success.

Goals

- Coordinate and oversee the work of the three college-wide assessment committees Academic Assessment Committee (AAC), General Education Assessment Committee (GEAC) and Administrative Educational Student Support Assessment Committee (AESAC).
- Ensure that assessment of Institutional Learning Outcomes (ILOs) occurs at the college level.
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- Review, and approve all assessment college policies and procedures.
- Report to the Budget and Planning Committee (BPC) the progress of assessment activities and resource needs.
- Ensure that assessment results are incorporated and guide programmatic and unit improvement planning
- Communicate assessment activities to the College community and College governance and keep them informed about the changes in MSCHE accreditation standards/procedures
- Assess the effectiveness of assessment processes utilized by the College in its efforts to make changes for improvement
- Provide oversight of the strategic planning process
- Provide informed decision making for space planning

Membership

Membership shall consist of the Provost and Vice President for Academic Affairs; Vice President of Finance and Administration; Associate Provost for Institutional Effectiveness; President and Vice President of the Faculty Senate; two representatives chosen by the Faculty Senate; Chair of the Council of Chairs; two representatives chosen by the Council of Chairs; President of the Higher Education Officers Council; and two student representatives chosen by the Student Council. The Director of Institutional Research and the Director of Outcomes Assessment serve to staff the subcommittee.

Members

Associate Provost for Institutional Effectiveness
Interim Vice President of Finance & Administration and Chief Operating Officer
Provost and Vice President of Academic Affairs (chair)
President of the Faculty Senate
Vice President of the Faculty Senate
Faculty Representative - Senate
Faculty Representative - Senate

Chair of the Council of Chairs
Faculty Representative – Council of Chairs
Faculty Representative – Council of Chairs
HEO President
Student Representative
Student Representative
Director of Institutional Research
Director of Outcomes Assessment
Director of Strategic Analysis for Institutional Effectiveness
Associate to the Provost for Data Analytics

Activities

- Maintain a schedule of assessment so that during an eight year period, multiple cycles of assessment activities will be completed and reported by the three assessment committees
- Establish assessment procedures and methods of analysis for each area corresponding to each committee (AAC, GEAC, AESAC).
- Collect, evaluate, and analyze the assessment materials pertaining to Institutional Learning Outcomes
- Collect, evaluate, and analyze the assessment plans and reports from each assessment committee
- Support each committee and unit in developing initiatives to improve student success
- Work with programs, departments and units to establish and execute effective assessment plans, and to integrate their findings into strategic action plans in improving student success
- Write and submit annual reports on the state of student learning and success outcomes, the assessment findings, the use of the results for improvement, and recommendations for policy/procedural change(s) indicated by the assessment results
- Work with the Office of Institutional Effectiveness to create a body of evidence that demonstrates ongoing, systematic and comprehensive assessment with findings trended over time

Reporting and Communication

- Communicate procedures and findings to the College community and outside accrediting agencies
- Distribute annual reports campus-wide and post on the College's assessment website
- Present results and recommendations to standing committees including but not limited to the Budget and Planning Committee, College Council, the Council of Chairs, etc.

Academic Assessment Committee (AAC)

Mission

The mission of the Academic Assessment Committee (AAC) at John Jay College is to oversee a systematic and continuous process of assessment aimed at improving student learning and quality curriculum at the graduate and undergraduate levels.

Goals

1. Provide college-wide leadership for academic assessment at the institutional, department and program levels;

2. Build and maintain a culture of improvement by:
 - a. Developing and maintaining a systems-approach to assessment planning, implementation, use of assessment results and evaluation of assessment;
 - b. Monitoring assessment planning, implementation and evaluation on a 5-year cycle;
 - c. Promoting development of assessment practices with respective department colleagues
3. Report the academic assessment results and plans to the Strategic Planning Subcommittee (SPS) annually.

Membership

Membership will be set up based on the department structure utilized for the four review committees of The Faculty Personnel Committee (FPC).

Review Committee A: Art and Music (AMU), Communication and Theater Arts (CTA), Interdisciplinary Studies (DIS), English (ENG), History (HIS), Modern Languages and Literatures (MLL), Philosophy (PHI)

Review Committee B: Africana Studies (AFR), Anthropology (ANT), Economics (ECO), Latin American & Latinx Studies (LLS), Law, Police Science & Criminal Justice Administration (LPS), Political Science (POL), Sociology (SOC)

Review Committee C: Criminal Justice (CRJ), Mathematics and Computer Science (MTH), Psychology (PSY), Sciences (SCI)

Review Committee D: Public Management (PAD), Security, Fire and Emergency Management (SFEM), Library (LIB), Counseling & Human Services (CSL), SEEK

Eight full-time faculty members. Two from each committee listed above with no two members being from the same program. The committee shall be co-chaired by two faculty members, one with an undergraduate focus and one with a graduate focus. Members will serve three years on a rotating basis to ensure continuity with year three serving as the transition year. Nominations for membership will be requested by the end of the spring semester with the anticipated start date in summer.

Members

Committee A Representative
 Committee A Representative
 Committee B Representative
 Committee B Representative
 Committee C Representative
 Committee C Representative
 Committee D Representative
 Committee D Representative
 Graduate Student Representative
 Undergraduate Student Representative
 Dean of Undergraduate Studies
 Dean of Graduate Studies
 Director of Outcomes Assessment

Director of Strategic Analysis for Institutional Effectiveness
Associate to the Provost for Data Analytics

Activities

- Review and provide recommendations on academic program assessment plans and reports
- Review Action Plans from the Academic Program Review process
- Provide assessment consultation to academic programs as needed
- Maintain records on academic program annual assessment submissions
- Meet monthly throughout the academic year
- Collaborate with the Office of Institutional Effectiveness in offering professional development workshops

Reporting and Communication

- Communicate with Department Chairs, Program Directors, faculty, and Deans and the Provost as needed
- Communicate annual process, procedures, and deadlines to the College community
- Distribute a committee report to SPS and post on the College's assessment website annually
- Present results and recommendations to SPS annually

General Education Assessment Committee (GEAC)

Mission

The mission of the General Education Assessment Committee at John Jay College is to oversee a systematic and continuous process of assessment aimed at improving the foundational learning goals of the college.

Goals

1. Provide college-wide leadership for assessment of the General Education program;
2. Build and maintain a culture of improvement by:
 - a. Developing and maintaining a systems-approach to Gen Ed assessment planning, implementation, use of assessment results and evaluation of assessment;
 - b. Monitoring assessment planning, implementation and evaluation on a 5-year cycle;
 - c. Promoting development of assessment practices with respective Gen Ed colleagues
3. Report Gen Ed assessment results and plans to the Strategic Planning Subcommittee (SPS) annually.

Membership

Comprised of faculty from departments within the General Education program with four members from the General Education Learning Consortium. Chaired by an academic department chair. Members will serve three years on a rotating basis to ensure continuity with year three serving as the transition year. Nominations for membership will be requested by the end of the spring semester with the anticipated start date in summer.

Members

General Education Faculty
General Education Faculty
General Education Faculty
General Education Faculty
General Education Consortium Faculty
General Education Consortium Faculty
General Education Consortium Faculty
General Education Consortium Faculty
Student Representative
Student Representative
Director of General Education
Director of Outcomes Assessment
Director of Strategic Analysis for Institutional Effectiveness
Associate to the Provost for Data Analytics

Activities

- Review and provide recommendations on Gen Ed assessment plans and reports
- Provide assessment consultation to Gen Ed faculty as needed
- Maintain records on Gen Ed annual assessment submissions
- Meet monthly throughout the academic year
- Collaborate with the Office of Institutional Effectiveness in offering professional development workshops

Reporting and Communication

- Communicate with Gen Ed faculty, the Dean of UG Studies and the Provost as needed
- Communicate annual General Education assessment processes, procedures, and deadlines to the College community
- Distribute a committee report to SPS and post on the College's assessment website annually
- Present results and recommendations to the Strategic Planning Subcommittee annually

Administrative, Educational, and Student Support Services (AES) Assessment Committee

Mission

The mission of the Administrative, Educational, and Student Support Assessment Committee (AES) at John Jay College is to oversee a systematic and continuous process of assessment aimed at improving the functions, roles, and services of John Jay's AES units (non-academic units).

Goals

1. Support the sustainability of assessment efforts by establishing assessment processes and cycles
2. Cultivate the use of assessment results for improvement among AES units
3. Promote best practices in AES unit assessment with the College community by sharing and documenting assessment activities
4. Initiate college-wide discussions, provide opportunities for professional development, and offer other related efforts that cultivate best practices in AES assessment

Membership

- Nine full-time staff members, preferably with representation from each division:
 - Two members from Academic Affairs, two from Enrollment Management & Student Affairs, and two from Finance & Administration, and two from Institutional Advancement, Justice Initiatives, Legal Affairs and/or Communications.
- Co-chaired by the Director of Outcomes Assessment and a director or higher-level member.

Members will serve three years on a rotating basis to ensure continuity with year three serving as the transition year. Nominations for membership will be requested by the end of the spring semester with the anticipated start date in summer.

Members

Academic Affairs
 Academic Affairs
 Enrollment Management & Student Affairs
 Enrollment Management & Student Affairs
 Finance & Administration
 Finance & Administration
 Institutional Advancement, Justice Initiatives, Legal Affairs, and/or Communications
 Institutional Advancement, Justice Initiatives, Legal Affairs, and/or Communications
 Student Representative
 Director of Outcomes Assessment (co-chair)
 Director of Strategic Analysis for Institutional Effectiveness
 Associate to the Provost for Data Analytics

Activities

- Review and provide recommendations on AES unit assessment plans and reports
- Provide assessment consultation to units as needed
- Maintain records on AES unit annual assessment submissions
- Meet monthly throughout the academic year
- Collaborate with the Office of Institutional Effectiveness in offering professional development workshops

Reporting and Communication

- Communicate with unit directors/heads and VPs as needed
- Communicate annual process, procedures, and deadlines to the College community
- Distribute a committee report to SPS and post on the College's assessment website annually
- Present results and recommendations to the Strategic Planning Subcommittee annually