

Strategic Planning Subcommittee  
Meeting Agenda  
October 21, 2021

4:00pm – Zoom (details in the calendar invite and below)

1. Review of minutes
2. Karol Mason on restructuring administrative leadership
3. Yi Li on process of Academic Affairs strategic plan AY22
4. Mark Flower on Finance & Administration strategic plan goal re budget AY22
5. New Business

Strategic Planning Subcommittee  
Minutes  
October 21, 2021

Present: Allison Pease (*Designated Chair*), Ric Anzaldúa, Ned Benton, Andrew Berezhansky, Teresa Booker, Brian Cortijo, Mark Flower, Jay Gates, Heath Grant, Karen Kaplowitz, Yi Li, Karol Mason, Dyanna Pooley, Francis Sheehan, Andrew Sidman and Alison Orlando (*recorder*)  
Guests: Hungde Chan, Rulisa Galloway-Perry, Paul Narkunas, Alena Ryjov, and Janet Winter

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1. **Approval of minutes from September 21, 2021.** The minutes were approved as proposed.
2. **Restructuring administrative leadership.** Karol M. spoke about restructuring the administrative leadership to strategically align areas of the college. She explained that Ketura Parker has been hired to lead Institutional Advancement, which will continue to operate independently with the sole focus of raising funds. She then announced that the Diversity & Compliance Office will move under the General Counsel and External Affairs will move under the new Vice President for Social Justice Initiatives. She explained that these moves will achieve improved communication and alignment. She also announced that she will not be hiring a new Vice President to lead the Communications & Marketing Office and instead there is a search for a Chief Communications Officer who will report directly to Karol M.
3. **Academic Affairs strategic plan process AY22.** Yi L. started by speaking about the planning process with the department chairs and how it relates back to strategic planning. He explained that this process starts in the spring with the chairs receiving the template for their evaluation along with relevant datasets, and then the evaluations with the chairs take place in the summer. He said that at these meetings the departmental strategic plans are discussed along with their aims and priorities for the upcoming year. He added that other topics discussed include assessment, department management, mentoring, resources, and faculty coverage. He said that after the evaluation he provides letters to chairs, and this is an on-going process where they may meet again during the year to discuss their progress. He gave two examples on how this process supports the strategic planning process. The first example he spoke about is that in the Strategic Plan that it is a priority to increase and emphasize extra-curricular activities such as internships, and career development. However, through the evaluations it became apparent that the infrastructure wasn't in place to support the chairs and major coordinators in these efforts, and he will now investigate providing resources for this. The second example he gave is the conversations he had with the chairs on how they are going to continue to support the Seven Principles for a Culturally Responsive, Inclusive and Anti-Racist Curriculum. He then spoke about a second process in his division, which relates back to the strategic planning process. He explained that he has been working with the senior staff in academic affairs to develop plans within each of their areas. He added that he plans to have both a mid-year review of the plans and an end of the year report that will be shared with the college. He said when the plans are finalized that he will share them with this committee.
4. **Finance & Administration strategic plan goal re budget AY22.** Mark F. presented the Finance & Administration Integrated Plan for FY 2022. He went over each of the strategic priorities and key progress indicator (KPIs) within his division and explained how they relate back to the 2025 Strategic Plan. The first priority he mentioned is developing an all-funds budget, and his plans to form a working group to look at our structural deficits and address how the college can have a three-year balanced budget. Other priorities he spoke about include using the HEERF funds to support student success and increase full-time faculty, improving budgeting for the Student Activities Association, and aligning the 9<sup>th</sup>

ledger allocations to support goals within the strategic plan. Additional priorities that he talked about included training public safety to create a culture of equity, diversity, and inclusion, having technology available for students, and maximizing the usage of the CUNY Comeback Program. The final priorities he spoke about included developing an alternative method for tracking customer satisfaction of HR services, hiring a staff member to lead development of a sustainability plan, evaluating the impact of changing learning modalities on classroom and office space needs, and working with CUNY on the development for a replacement of North Hall. Paul N. inquired if the budget working group findings will be presented to the public or one of the committees. Mark F. said that he will come back to the SPS-FPS on a frequent basis and presenting the data they have from this study. He envisions that the SPS-FPS will make a recommendation to Karol M. depending on the data that they find. He feels it will be an integral part of this committee.

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