

**Strategic Planning Subcommittee
Meeting Agenda
September 8, 2022
1:30pm – Zoom (details in the calendar invite and below)**

1. Approval of minutes
2. Year 2 Strategic Plan data overview – Nancy Velazquez-Torres
3. Finance & Administration strategic plan 2022-23 – Mark Flower
4. Focus Group Report on Technology Enhanced Education (online courses) and the future of online at undergraduate level – Allison Pease
5. Restructure of Academic Affairs – Allison Pease
6. New Business

Strategic Planning Subcommittee
Minutes
September 8, 2022
1:30pm-2:55pm

Present: Allison Pease (*Chair*), Cat Alves, Ric Anzaldua, Sam Ascencio, Ned Benton, Shu-Yuan (Demi) Cheng, Mark Flower, Heath Grant, Karen Kaplowitz, Dyanna Pooley, Nancy Velazquez-Torres and Alison Orlando (*recorder*)

Guests: Warren Eller, Rulisa Galloway-Perry, Brian Kerr, Paul Narkunas, and Alena Ryjov

1. **Approval of Minutes from April 28, 2022 and August 8, 2022.** The minutes were approved as proposed.
2. **Year 2 Strategic Plan Data Overview.** Nancy V. shared a presentation that summarized the results of the data collection for the second year of the strategic plan. The presentation gave an overall assessment of our progress towards the strategic plan goals along with specific highlights and concerns. Nancy V. stated that the committee could find the data on the strategic plan dashboard on the college website. Allison P. noted that any discrepancies the committee may notice are due to a lag in the data collection and that most of this data is final as of summer 2021. The floor was opened for questions. Demi C. inquired on which benchmarks were used to indicate undergraduate student success as the presentation stated that undergraduate students did well. Allison P. said that the presentation was referring to graduation rates, which is the KPI listed in the strategic plan. Ned B. spoke about the lack of increase of URM faculty at the associate and full professor ranks, which was listed as a concern in the presentation. He suggested a data analysis to see if there is a linear relationship between the achievement of faculty rank and the extent a department has underrepresentation. His suggestion was noted. Demi C. acknowledged that grant funding is strong but is concerned that only a small group of the faculty are obtaining funding. She felt that we should look at how to promote and support collaboration including the mentoring of junior faculty to try to increase the amount of faculty obtaining grant funding. Warren E. agreed and added that there needs to be more support for faculty in this area.
3. **Finance & Administration Strategic Plan 2022-23.** Mark F. presented the Finance & Administration Strategic Plan for 2022-23. He went through each of the strategic priorities for Finance & Administration and explained how they were mapped to the college's strategic plan. He also spoke about the KPI's that will be used to measure Finance & Administration's progress towards their goals. The floor was then opened for questions. Warren E. inquired about financial resiliency and gave the example of transitioning to laptops. Mark F. understood his point and noted that they have allocated funding to purchase laptops. Demi C. asked about using some of the HEERF funding for campus jobs for students. Mark F. gave some examples on when this has been done. He also asked the committee to think about opportunities for work study as they have the funding but there are challenges in finding jobs for students. Heath G. asked if the operational efficiency of different processes and procedures is being examined. Mark F. said that they have been addressing this and that the data from HelioCampus has helped identify challenges in this area. One example he gave is that they are working on streamlining the eHRAF system to remove some of steps in the process.
4. **Focus Group Report on Technology Enhanced Education and the future of online education at the undergraduate level.** Allison P. raised a discussion on the future of online education at the undergraduate level. She explained that due to the pandemic and through the Online Excellence Project, many faculty have been trained to teach online and instructional course shells have been designed for a series of high impact courses at undergraduate level. As we are now transitioning our schedule, we must discuss how many online courses the college

should offer. She added that she is bringing the focus group report into the discussion as it gives context and conveys the various viewpoints of the students and faculty. She explained that we need to find a balance as the data shows that students don't succeed at the same levels online as in-person, but we are also losing enrollment to institutions that are offering online courses and programs. Ned B. felt that this decision shouldn't solely be an administrative decision and should include discussions with the departments and the programs. He added that the departments and programs will have different reasons on why they want to offer a specific proportion of online or in-person classes. Ned B. also felt that the percentage of classes should not just be separated between online and in-person classes but include a third category for hybrid courses. Demi C. agreed on this point. She also felt that the Provost's Office should provide guidance on the distribution of online versus in-person classes, and then there should be a discussion on the best way to pedagogically deliver the courses.

5. **Restructure of Academic Affairs.** It was decided that this agenda item will be discussed at a future meeting.
6. **New Business.** There was no new business