

**Strategic Planning Subcommittee
Meeting Agenda
October 2, 2019
4:00-5:00pm**

1. Approval of the 9-10-19 minutes
2. Discussion on transition from Phase 1 to Phase 2 of the strategic planning process, ensuring broad participation, and SPS role. See attached (1) memo, (2) timeline, (3) Strategic Plan Fall 2019 doc
3. Climate justice in strategic priorities (Musarrat Lamia)
4. Overview of assessment at the college as of now (Dyanna Pooley)
5. New business

Strategic Planning Subcommittee
Minutes
October 2, 2019

Present: Yi Li (*Chair*), Allison Pease (*Designated Chair*), Ric Anzaldúa, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Warren Eller, Mark Flower, Jay Gates, Musarrat Lamia, Karen Kaplowitz, Erica King-Toler, José Luis Morín, Dyanna Pooley, Steven Titan and Alison Orlando (*Recorder*)

1. **Approval of Minutes from September 10, 2019.** The minutes were approved as proposed.
2. **Discussion on transition from Phase 1 to Phase 2 of the strategic planning process, ensuring broad participating, and SPS role.** Allison P. started by explaining that Phase 1 has commenced and that the ten research groups are now meeting. She then spoke about the transition from Phase 1 to Phase 2. She explained that the deadline for the research groups to submit their research briefs is October 25 and she envisions that the next step of the process is for the SPS to set a list of 8 – 10 strategic priorities from the research briefs. There would then be a review of the strategic priorities by the college community from November 1 to December 15, and any feedback would be submitted through the strategic planning website, e-mails and statements from constituencies on campus. Allison P. asked the committee what they pictured for the review process. Ned B. inquired on how the committee will transition the 10 reports from the research groups into 10 strategic priorities. Allison P. said that this will occur at the October 29 meeting, and that the committee would need to read the reports ahead of the meeting so that the meeting time could be used to draft the strategic priorities. Angela C. asked what happens during Phase 3 of the strategic planning process. Allison P. said that during this time, the people who are responsible for implementing the strategic priorities would work with their areas to set targeted outcomes and strategies to achieve those goals. Jay G. asked how the college community would adapt any revisions of the plan between Phases 3 and 4. Allison P. said that we can update the strategic planning website with the revised plan, and have two review periods during the Phase 4 in order to incorporate feedback. Angela C. suggested building this into the process. Erika K. suggested having opportunities for face-to-face feedback from the community in November and April. Warren E. suggested having 10 open forum seasons. Brian C. said that we could have an open forum for each goal. A concern was raised about having too many open forums because in attendance at events like these can be low. José M. added that we have to make sure that people do not feel alienated in this process; we have to learn from the COACHE report and engage faculty to get them interested. Warren E. agreed that engagement is important. Jay G. suggested informing faculty about the open forums at departmental meetings. José M. mentioned that we need to have students and faculty of color represented in the strategic plan, and that we need to ensure that all people within the college community feel safe in participating in this process. Allison P. asked Angela C. about relaying information about the strategic planning process back to the chairs. Angela C. said that we could send the chairs discussion points to discuss with the faculty, and get feedback from the chairs on those discussions. Dyanna P. said that she felt there should be a similar process involving the staff and students at the college. She stressed the importance of equal representation among students, faculty and staff in the process. Brian C. added that there are groups of staff at the college who do not have representation and we would want feedback from those groups as well. Warren E. mentioned that we should be getting feedback from the major employers of our students. Steve T. said that the college needs to develop the workers of the future. Karen K. added that we should be getting

feedback from alumni as well. Allison P. said that she has heard the committee's suggestions, and to please let her know if anyone thinks of other ideas. The committee then moved on to reviewing the materials that will be posted on the strategic planning website. José M. said that he felt the cultural competence wording was problematic, and that it should be included that this priority is building upon the college's prior commitment to being an HSI.

3. **Climate justice in strategic priorities.** Musarrat L. presented on the document labeled "Draft of Climate Change Priorities." She explained that the sustainability council composed of faculty, staff and students assessed the climate change priorities for the college and drafted this document. She said that the document was presented to the President, Provost, and the President's Council, and that there was mention of integrating it into the strategic plan. She is now seeking feedback and suggestions on how to incorporate it. Ned B. suggested that the document be distributed to the ten research groups to see if they can incorporate it into their topic. Yi L. agreed that it should be shared with the research groups, and the importance of getting buy-in from the entire campus on this document. Allison P. suggested adapting the document into a research brief and adding it as a strategic priority. It was decided that the adapted document would be included in the briefing book.
4. **Overview of assessment at the college.** Dyanna P. presented on the state of assessment at the college, and explained that we are not where we should be. She handed out a document labeled "Assessment 2013 – 2019" that shows who has participated in academic assessment at the college. She added that we need more participation in the process with more divisions submitting both five-year plans, and annual reports. She then explained some of the steps that have been taken or will be taken in the future to get the college community more involved in assessment. Yi L. said that we need to step up assessment for all divisions, and that this is important for Middle States. Ned B. said that the Faculty Senate has been looking at the middle states standards and looking at the assessment problem from the top down, and that someone should study this. Dyanna P. said that they are trying to look at this. Yi L. said that the bigger questions that need to be answered in regards to assessment include where we are, where we should be, and how do we achieve this.
5. **New business.** There was no new business.

MEMORANDUM:

From: Allison Pease, Chair of SPS
To: Strategic Planning Subcommittee
RE: Language and Procedure for college-wide discussion about setting priorities for strategic plan
Date: September 27, 2019

For us to discuss at our October 2 meeting:

We are in the middle of Phase 1 (Research) of our four-phase strategic planning process, and it is time for us to determine how we will structure Phase 2 (Priority Setting). Based on the Research Briefs we receive, the SPS will determine and then write up a list of possible strategic priorities at our Oct 29 meeting. We will distribute the list of these goals along with the packet of research briefs widely and ask the college community to comment. The goal must be to garner as much discussion and debate about the college's priorities as possible.

I include drafted language to use as a guide; we can use what we like and improve upon what we don't. Following our last strategic planning process, we will allow for open feedback on the *Inside John Jay* website and solicited feedback from "campus groups." Do we want to formalize any other mechanisms for feedback (such as, open forums, mandatory group participation, etc)?

As we move to Phase 2, issues to consider:

- Are there points we want to emphasize in the wording of our message to the college community?
- Should the message come from us or President Mason?
- How will the SPS determine the weight of any of this feedback?
- What can we do to ensure widespread dissemination of these ideas and participation in the process?



2019-2020 STRATEGIC PLANNING PROCESS



2019-2020

STRATEGIC
PLANNING
PROCESS

JOHN JAY
COLLEGE



WELCOME

STRATEGIC PLANNING PROCESS 2019-2020

John Jay's [mission](#) is unique, and forms a trust between the college and the community we serve. All that we do as a college community should flow from our mission. To ensure we keep mission clarity at the center of what we do, we must refresh our attention to those high ideals by having clear plans for how best to deliver on its promise. It is time for us to create our next strategic plan.

As our 2015-2020 Strategic Plan comes to a close, we will spend this year in dialogue as a community as to the priorities that should guide our planning from 2020-2025. As ever, a clear focus on how best to align our resources with our priorities will help us deliver on our commitment to explore justice in its many dimensions, equip students for advanced study and meaningful careers, shape students for ethical leadership, global citizenship and engaged service, and advance the knowledge that informs professional practices and builds and sustains just societies. We must double down on our commitment to foster an inclusive and diverse community and in doing so demonstrate our commitment to educating traditionally underrepresented groups and increasing diversity in the workforce.

But how best to do so? That will be our talk and our work over the four phases of the strategic planning process this year.

In **Phase 1** (September-October 2019) we will charge ten groups with researching the environment of higher education, best practices, and John Jay's position within these trends.

In **Phase 2** (November-December 2019) we ask that all members of the college community read the proposed priorities and provide feedback on which priorities they think it best for the college to select.

In **Phase 3** (January-February 2020) the college leadership will be responsible for creating strategies, targets and outcomes for the chosen priorities.

In **Phase 4** (March-May 2020) a drafted strategic plan will be shared with the college community, will be revised according to feedback delivered by mid-April, and will be submitted to the College Council for adoption in May 2020.

OVERSIGHT STRATEGIC PLANNING SUBCOMMITTEE (SPS)

The Strategic Planning Subcommittee (SPS) has responsibility, according to the college charter, to “provide guidance to the President on comprehensive and strategic planning including development of major planning documents and accreditation studies, related process and outcome assessment and space planning.”

In 2019-2020 SPS will serve as the advisory and planning body, working with the college community, to structure a strategic plan that aligns with the John Jay College mission and our 2019 Vision for Student Success and sets the college’s priorities from 2020-2025. Our goal is to create an open, transparent process that engages the campus community in each phase of the planning process.

Members of Strategic Planning Subcommittee, 2019-2020

Provost and VP for Academic Affairs (Chairperson)
Interim Associate Provost for Institutional Effectiveness
(designated chair)
Vice President of Finance and Administration
President of the Faculty Senate
Two (2) representatives chosen by the Faculty Senate

Chair of the Council of Chairs
Two (2) representatives chosen by the Council of Chairs

President of the Higher Education Officers Council
One student representative

Yi Li

Allison Pease
Steve Titan
Warren (Ned) Benton
Karen Kaplowitz
Erica King-Toler
Angela Crossman
Warren Eller
José Luis Morín
Brian Cortijo
Musarrat Lamia

The Director of Institutional Research, **Ricardo M. Anzaldúa** and the Director of Outcomes Assessment, **Dyanna Pooley**, shall staff the subcommittee.

PHASE 1 – Fall 2019

RESEARCH GROUPS

In Phase 1 of the planning process we charged ten research groups consisting of faculty, staff, administrators, and students to look outside the college and investigate current trends and best practices in higher education. These groups were then asked to consider John Jay's strengths, weaknesses and opportunities in relation to these trends. Below is a listing of the ten research groups and the trends they explored.

1

ENROLLMENT: *What will student enrollment and demand for our programs be in the next 5-10 years?*

VP Ellen Hartigan (EMSA), Henry Chan (IE), Wynne Ferdinand (UGS), Prof Jennifer Holst (MAT), Prof Heath Brown (PAD)

2

ONLINE EDUCATION: *How are colleges improving student learning AND maximizing resources by offering more online courses?*

Interim AP Allison Pease (IE), Joe Laub (IT), Judy Cahn (OOES), Prof Dan Yaverbaum (SCI), Prof Al Coppola (ENG), Kermina Tofek (student), Anthony Leonardo (student)

3

JUSTICE EDUCATION: *What are national trends in criminal justice and justice education, and how can John Jay be a thought-leader in the areas of criminal and social justice?*

Dean GS Avi Bornstein, Diego Redondo (Public Safety), Prof Casey LaDuke (PSY), Prof Brian Lawton (CJ), Prof Michael Yarbrough (POL)

4

FUNDING: *What are best practices in financing public colleges in an era of state divestment?*

AVP Mark Flower (F&A), Prof Melissa McShea (PAD), Prof Ned Benton (PAD), Jasmin Letamendi (SA)

5

CAREER READINESS: *What are current career trends that affect how our programs and students' skills align upon graduation?*

Dean Dara Byrne (UGS), Henry Chan (IE), VP Robin Merle (IA), Steve Dercole (IA), Prof Samantha Majic (POL), VP Steve Titan (F&A), Adam Fane (student), Carlos Hines (student)

6

CULTURAL COMPETENCE: *What are trends and best practices for promoting cultural competence and inclusivity among faculty, students, and staff in higher education? In what ways do colleges measure student, faculty, and staff levels of cultural competence, awareness, and sensitivity regarding issues of difference?*

AVP Sumaya Villanueva (AA), Hing Potter (EMSA), Prof Nancy Velasquez-Torres (CSL), Prof Jama Adams (AFR), Prof Amy Green (DIS), Sergine Louis (HR), Musarrat Lamia (student)

7

STUDENT SUCCESS: *What are the best practices to improve student retention and graduation for populations like John Jay's?*

Provost Yi Li, Christina Di Meo (UGS), Prof Nina Rose Fischer (DIS), Manny Chaparro (UGS), Angelina Benley (student)

8

RESEARCH: *What are the best practices for supporting faculty research at non-R1 institutions, and how do they best partner with industry/commerce?*

Dean Anthony Carpi (R), Prof Nathan Lents (SCI), Prof Cathy Widom (PSY), Prof Maureen Allwood (PSY), Prof Jerry Markowitz (DIS), Preeti Chauhan (DCJ), Gina Foster (TLC), Ariana Kazansky (student), Nickolas Almodovar (student)

9

GOVERNMENTAL CLIMATE: *What are the local (CUNY + New York City), state (NYS), and national demands and trends regarding public education (or John Jay) that will affect John Jay?*

VP Laura Ginns (PA), Mindy Bockstein (PA), Prof Ke Li (POL), Prof Peter Mameli (PAD), Naomi Davies (F&A)

10

TECH AND HIGHER ED: *What are enterprise/tech solutions that are positively affecting the ways colleges operate?*

Joe Laub (IT), Prof Aftab Ahmed (CIS), Jarrett Foster (EMSA), Prof Karen Okamoto (LIB)

PHASE 2 – Fall 2019

SETTING PRIORITIES

An effective institution, especially one with limited resources like John Jay, must focus its attention and resources intentionally towards those things it knows are most important to its ability to carry out its mission.

To that end, we ask the entire campus community to participate in Phase 2 of the planning process and weigh in on John Jay's priorities for the next five years.

The research from Phase 1 has been compiled into a research briefing book that now contains an exciting set of ideas related to the work we do. From that research the Strategic Planning Subcommittee proposes the following priorities for your consideration:

LIST OF POSSIBLE PRIORITIES

We ask that you now tell us what you think of these priorities. Keeping in mind that the college will continue to move forward on all fronts, we ask which five are *most important* to the college you want John Jay to be in five years? Strategic priorities allow us to move the institution significantly toward those goals, and keep us focused on achieving our mission.

Be sure to discuss these proposed priorities with your colleagues, your departments, and the governance bodies in which you participate. Provide feedback here on this WIKI or through your governance bodies. The SPS will weigh all feedback thoughtfully, and with the institution's ability to deliver on its mission foremost in consideration.

Thank you for participating in the shared governance of John Jay.