

**Strategic Planning Subcommittee  
Meeting Agenda  
December 17, 2019  
1:40 – 2:55pm  
531 Haaren Hall**

1. Approval of the October 29, 2019 Minutes
2. Discussing and Finalizing Proposed Goals
  - a. Special Consideration to Prioritize Environmental Justice in the Strategic Plan

**Strategic Planning Subcommittee  
Minutes  
December 17, 2019**

**Present:** Allison Pease (*Designated Chair*), Ric Anzaldua, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Warren Eller, Jay Gates, Musarrat Lamia, Karen Kaplowitz, Erica King-Toler, Dyanna Pooley, Fidel Osorio, Amber Rivero, Steven Titan and Alison Orlando (*Recorder*)

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1. **Approval of Minutes from October 29, 2019.** The minutes were approved as proposed.

2. **Discussing and Finalizing Proposed Goals.** Allison P. started by explaining that the main purpose of this meeting is to discuss and finalize the proposed strategic plan goals. She asked the committee what they felt the goals must encompass. Ned B. referenced the document sent by Allison P. that maps out the role of the vision, goals, measurable outcomes and strategic initiatives within the strategic plan. He explained that this document illustrated to him that the goals should be general. This led into a discussion about the vision statement. Jay G. said that he is in favor of a vision statement but is concerned that during the feedback process we have been proliferating feedback without focusing on finalizing the goals. Musarrat L. felt that the vision takes away from the goals, and that we should work on the goals before we work on the vision. Warren E. asked Allison P. to explain the purpose of the vision statement in the strategic plan. She explained that she envisions that the strategic plan will include the mission statement, values statement, and vision statement to serve as the story that guides us. Allison P. asked for a show of hands from the committee to see if there was support for including the vision statement in the strategic plan, and the majority of the committee was in support. Allison P. further explained that the feedback from the sessions showed that people needed to be inspired and the vision statement could fill that gap. There was then some additional discussion on the vision statement. Steve T. made the point that the vision statement should be short and crisp so that it is memorable. The committee conditionally agreed upon the following for the vision:

- Be an engine for social mobility
- Support a world class justice-minded faculty
- Equip students to be fierce advocates for justice in a rapidly changing world

The committee then moved on to finalizing the proposed goals. Allison P. asked the committee to write down what must be included in the goals. The committee came up with a list that included student success; equity, inclusion, and access; be a leader in justice education, research, and public engagement; build a financially stable, operational efficient and sustainable campus. This was followed by a discussion including possible additions and exclusions to this list. Based off the discussion, Allison P. suggested that we adapt Goals #1, #2 and #4, and combine Goals #3 and #5. The committee had a discussion on combining the goals and wording. Amber R. voiced her concern that Goal #1 should emphasize each class and not just freshmen, as she wants the transfer student population to be addressed. The committee agreed upon the following finalized goals:

- Educate and support undergraduate and graduate students at every step of their John Jay journey
- Create and advance knowledge in support of justice education, public awareness and civic engagement
- Embody and promote our values of equity, diversity and inclusion
- Improve and expand financial resiliency, operational efficiency, and the college's sustainability

Allison P. said that she would send out the goals after the meeting to the committee for further refinement and suggestions.

**3. Special Consideration to Prioritize Environmental Justice in the Strategic Plan.**

Musarrat L. explained that there was a petition by the students to prioritize environmental justice in the strategic plan. Allison P. asked for suggestions on how this could be done if environmental justice is not a goal. Musarrat L. explained that she thought that a good step would be to acknowledge environmental justice in the actions plans for each of the goal.