

**Strategic Planning Subcommittee
Meeting Agenda
September 10, 2019
3:30-4:30pm**

1. Approval of the Minutes from the September 5, 2019 meeting
2. Update on staffing research groups (faculty, staff, chairs of committees) and soliciting input for further staffing
3. Revisiting research topics, refining questions we want to answer
4. Draft of Research Brief format: solicit input from committee for refinements

**Strategic Planning Subcommittee
Minutes
September 10, 2019**

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

1. **Approval of Minutes from September 5, 2019.** The minutes were approved as proposed.
2. **Revisiting research topics, refining questions we want to answer.** Allison P. started by going over the document labeled “Research Topics/Questions.” She explained that she organized the document by topic area according to the trends the committee came up with at the last meeting. She was then able to use this document as a guide to help construct the topics and questions that the strategic planning research groups will address. She referenced the document marked “Strategic Planning Research Groups” and spoke in further detail about each of the topics and questions each research group will address. She then spoke about the recruitment process for the research groups and the composition of their members. She then asked the committee for their feedback regarding the research topics and questions. Karen K. believed that the question for justice education was too specific and proposed the question be changed to, “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?” The committee agreed upon this revision. There was then a discussion if the research questions are sufficiently descriptive, or if the research groups should be provided with more information. The committee researched the consensus that the questions should be broad so that they foster discussion. Allison P. said she was concerned about the question for MSIs/HSIs; she felt that we have already done research on trends and best practices in these areas. She inquired if there was a different way to articulate this question. This led to a discussion on possible ways to reframe this question. Erika K. spoke about including culture in the question, while, José M. talked about how this question should encompass not only students but also faculty and staff. Angela C. added that the question on student success seems very similar to the question on MSIs/HSIs. It was decided to change question on MSIs/HSIs to the following question on cultural competence, “What are trends and best practices for facilitating a more inclusive and cultural competent environment?” The committee agreed to this change. The last change suggested was that the question on student success should list outcomes that are more specific. Allison P. agreed, and said she would include outcomes such as graduation and retention.
3. **Update on staffing research groups (faculty, staff, chairs of committees) and soliciting input for further staffing.** Brian C. had a concern about the composition of research group that addresses tech in higher education. He felt that the group was heavy on HEOs and did not necessarily have the field expertise needed. Allison P. suggested removing Sergine Louis and Naomi Davis, she also proposed adding Aftab Ahmad to the group. She then asked if anyone on the committee would like to join any of the research groups. Steve T. asked to join career readiness group and Ned B. joined the funding group.
4. **Draft of Research Brief format: solicit input from committee for refinements.** Allison P. presented the document labeled “Strategic Planning Research Brief,” and proposed that it be used as the template for the research groups. She asked the committee if they had any suggestions for this document. Ned B. suggested a sixth question that inquires about strategies John Jay should pursue. Allison P. suggested, “Based on your research and assessment, what strategies in this area should John Jay consider pursuing?” The committee agreed on adding this question.

5. **Oversite of Assessment and Oversight of Space Use.** Ned B. first spoke about the oversight of assessment by the SPS. He explained that the committee should understand our role regarding the oversight of assessment, and our relationship with the college wide assessment committee (CWAC). Dyanna P. said that she believes that the relationship between the two committees is one that the CWAC would share information about the status of assessment at the college to the SPS and provide items for the SPS to review. She also said that we have the ability to construct and mold this relationship in what we would like it to be. Ned B. added that he also believed that the SPS should play a role in setting expectations for CWAC for Middle States. He then asked for there to be a joint meeting between the CWAC and SPS. Ned B. then spoke about the SPS and its relationship with the oversight of space use. There was a discussion about having a space plan or space strategy at the college. Ned B. said that he would circulate the faculty senate statement on space to the committee. He then proposed having a SPS meeting focused on space.

STRATEGIC PLANNING RESEARCH GROUPS

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

Ellen Hartigan (convener), Henry Chan, Wynne Ferdinand, Jennifer Holst, Heath Brown (no meetings after 3 pm)

- B. **Online education:** How are colleges improving student learning AND maximizing resources by offering more online courses?

Allison Pease (convener), Joe Laub, Judy Cahn, Peter Mameli, Dan Yaverbaum

- C. **Justice education:** What are national trends in criminal justice and justice education in an era of artificial intelligence and data science, and how can John Jay continue to be a thought-leader in the areas of criminal and social justice?

Avi Bornstein (convener), Diego Redondo, Casey LaDuke, Brian Lawton

- D. **Funding:** What are best practices in financing public colleges in an era of state divestment?

Mark Flower (convener), Melissa McShea, Michael Yarbrough (T/H)

- E. **Career readiness:** What are current career trends that affect how our programs and students' skills align upon graduation?

Dara Byrne (convener), Henry Chan, Robin Merle, Steve Dercole, Samantha Majic (T/TH)

- F. **MSIs/HSIs:** What are the trends and best practices for MSIs and HSIs?

Sumaya Villanueva (convener), Hing Potter, Nancy Velasquez-Torres (M/W), Jama Adams

- G. **Student Success:** What are the best practices to improve student outcomes for populations like John Jay's?

Yi Li (convener), Christina Di Meo, Nina Rose Fischer (T/TH), Manny Chaparro

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

Anthony Carpi (convener), Aftab Ahmed + OAR Research Advisory Committee members

- I. **Governmental Climate:** What are the local (CUNY), state (NYS), national demands on public education/John Jay will affect John Jay?

Laura Ginns (convener), Mindy Bockstein, Ke Li

- J. **Tech in Higher Ed:** What are enterprise/tech solutions that are positively affecting the ways colleges operate?

Joe Laub (convener), Naomi Davies, Sergine Louis, David Shapiro, Jarrett Foster

DRAFT

Research Topics/Questions

(organized topically, but keeping each iteration)

ENROLLMENT/STUDENT DEMOGRAPHICS

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

What are important student demographic trends in the next 5-10 years that will shape John Jay enrollment?

ONLINE EDUCATION

How can we maximize resources by enhancing our online teaching and learning?

How are colleges succeeding with online undergraduate programs?

CRIMINAL JUSTICE/JUSTICE EDUCATION

How do peer campuses approach Criminal Justice, and Justice, education?

What are the national trends in justice education in new era of Artificial Intelligence and data science?

FUNDING STABILITY FOR PUBLIC COLLEGES

How do institutions manage in resource scarcity?

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

How are public colleges making themselves financially stable?

How do effective colleges manage their limited capacities in terms of resources, space, funding, etc?

How do public colleges fund themselves?

How do public colleges maintain financial stability?

CAREER-PREPAREDNESS AND EMPLOYMENT TRENDS

How do we prepare students for post academic life?

What are current career trends that affect how our programs/students align upon graduation?

What are current career skills employers say they want?

What are current demands and trends for academic skill credentialing?

What is the employability outlook of our academic programs?

MSIs and HSIs

What are trends and best practices for MSIs and HSIs?

How can we continue to become a Hispanic-*Serving* Institution?

STUDENT SUCCESS

What are trends and best practices to help college students succeed?

How do institutions improve student success for diverse student groups?

OTHER

How do effective institutions support faculty and staff?

What are enterprise/tech solutions that are positively affecting the ways colleges operate?

How do colleges positively engage with and partner with commercial/industry enterprises?

What is known about how faculty research affects student outcomes?

What are current best practices in communication across segments of college campuses (admin to students, admin to faculty)?

What are the local (CUNY), state (NYS), national demands on public education/John Jay that should be fulfilled?

How are colleges addressing climate sustainability issues?

STRATEGIC PLANNING RESEARCH BRIEF



TITLE OF RESEARCH TOPIC

In this section provide a summary of the question your group sought to answer (your research objective) and the people who worked on the brief.

Here, in a sentence, provide the major takeaway your group came up with from its research

1. Description of the current trends in this area
2. Description of best practices in higher education regarding this trend
3. Assessment of John Jay's current strengths with regard to this area
4. Assessment of John Jay's current weaknesses regarding this area
5. Assessment of John Jay's opportunities in this area