

**Strategic Planning Subcommittee
Meeting Agenda
September 5, 2019**

1. Overview of Need for Strategic Plan and Recap of our Last Strategic Plan
2. Drafted Outline of Possible Planning Process
3. Discussion of decision making at each stage of the process
4. Creating Workgroups for Phase I, Researching Trends and Best Practices in Higher Education

**Strategic Planning Subcommittee
Minutes
September 5, 2019**

Present: Yi Li (*SPS Chair*), Ric Anzaldúa, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Warren Eller, Mark Flower, Musarrat Iamia, Karen Kaplowitz, Erica King-Toler, Fidel Osorio, Jose Luis Morin, Allison Pease, Dyanna Pooley, Steven Titan and Alison Orlando (*Recorder*)

1. **Overview of Need for Strategic Plan and Recap of our Last Strategic Plan.** Allison P. started by informing the committee that the purpose of this meeting is to determine the planning process for the next strategic plan. She spoke about the need for the college to have a strategic plan including that it is a requirement for accreditation. She also explained that a strategic plan is key as it sets goals for the institution that are able to be measured and assessed to evaluate the institution's progress towards reaching those goals. Allison P. also provided a brief recap of our last strategic plan, and briefly reviewed the seven goals that were within that plan.
2. **Drafted Outline of Possible Planning Process.** Allison P. proceeded to explain the document labeled "Rough Sketch of Possible Strategic Planning Process, AY 2019 – 2020." She said that this document is her vision for the strategic planning process, which would consist of the four following phases: Phase I: Research Trends in Higher Education and Best Practices, Phase II: College Discussions on What is Our Future and What Do We Want?, Phase III: How Do We Achieve Our Goals?, and Phase IV: Finalizing Plan and Governance. Allison P. noted that this is a collective effort and asked for input from the committee on their thoughts on her proposal. Warren E. raised three points. He first commented that the length of time seems short to complete Phase I. Allison P. responded that we could try to extend this period. He then asked about our peer and aspirational institutions. Allison P. said that some peers that we may want to look at include CUNY Colleges, and HSI's. She added that those involved in the process would have access to a research bank, which would include information about peer institutions. Warren E. also inquired about having feedback from outside the college such as from alumni, donors, and the business market. Allison P. responded that she believes that feedback from external stakeholders can be brought in at some point further along in the process. Allison P. then referenced the document labeled "Mission Statement" and spoke about the main themes in John Jay's Mission. She expressed the importance of linking the new strategic plan to our mission.
3. **Discussion of Decision Making at Each Stage of Process.** Angela C. then inquired about the themes that will be voted on in Phase II of the process. She explained that in Phase I, the small groups are researching trends in higher education but in Phase II, the areas of the college are voting on themes for the strategic plan. She wanted clarification on who is the decision-maker in deriving the themes from the research trends. Allison P. said a decision needs to be made on who will be the decision-maker throughout the strategic planning process; it could be either this committee or a steering committee could be created. This led to discussion about this topic. Allison P. went around the room and asked for the committee members' opinions on the topic. Karen K. read the College Charter, section 8fii, which makes it clear that guiding the President on strategic planning is a central responsibility of the committee. The members of the committee came to the consensus that SPS should function as the decision-making body for this process.
4. **Creating Workgroups for Phase I, Researching Trends and Best Practices in Higher Education.** The conversation then focused on Phase I of the planning process and the creation of workgroups to research trends in higher education. Each workgroup will be given a template to use and complete a 2-3 page brief on their assigned topic. Brian C. said

one concern he has is that the supervisors of the HEOs involved in the strategic planning process should understand that the work the HEOs are participating in should be done during college time and not on their own time. Allison P. acknowledged this. The committee then participated in an exercise to come up with a list of possible trends for the workgroups to research in Phase I. Allison P. asked the committee members to pair up in groups, and asked each group to make up a list of five possible research topics. The committee then came back together and compiled the list of topics that the different groups within the committee proposed. Allison P. explained that at our next committee meeting we will see if there was any consensus about the trends to research, and the committee will work to choose the 10 research topics for the workgroups.

Rough Sketch of Possible Strategic Planning Process, AY 2019-2020

Phase I: Research Trends in Higher Education and Best Practices

Timeline: Sept 1-Oct 15

- Create 5-10 small groups of 1 VP or AP, 1-2 admins, and 2-4 faculty with a research topic/area (e.g., financing public colleges, equity in higher education, student retention, etc)
- Each group researches higher education trends and best practices in this area
- Groups create “briefing reports” on these topics that outline what other institutions are doing successfully, SWOT analysis of the concepts, etc.

Phase II: College Discussions on What is Our Future and What Do We Want?

Timeline: Oct 15-Dec 15

- Leaders of Divisions lead discussions within their areas about briefings and ask everyone to vote on what “themes” the college should focus on in the next five years. The themes represent the larger, governing goals from which the divisions will create operational goals.
- Open Forum discussions will take place, we’ll have up on web for comment, multiple venues

Phase III: How Do We Achieve Our Goals?

Timeline: Jan 1-March 1

- Areas discuss what it will take, and what measures should be used, to accomplish goals

Phase IV: Finalizing Plan and Governance

Timeline: March 1-May 15

- Plan is drafted and share on web and in college council subcommittees
- Possible College Council vote in last meeting of year to adopt – if not revisions made over summer and vote occurs first meeting of Fall 2020

Researching Trends and Current Best Practices in Higher Education

As part of a strategic planning process, institutions often engage in what is called an “Environmental Scan” to survey and interpret relevant data, identify external opportunities and threats that could influence future decisions, and help all decision makers better understand the environment in which they are planning for the future. Components of such a scan can include:

- **Trends:** what are the trends affecting higher education that could have a positive or negative affect on John Jay in the next five-ten years? These trends will relate to demographic shifts, economic shifts, Criminal Justice shifts, academic interests that align with John Jay’s mission, technology shifts, labor market shifts etc.
- **Best Practices:** what are other colleges doing that result in higher retention and graduation rates with a similar population, academic advisement for students, campus engagement around HSI identity, faculty development, enhanced faculty research, internship and career placement of students, etc.
- **Internal Indicators:** what are issues inherent to John Jay of which to be aware? These can include budget issues, enrollment trends, fundraising opportunities/challenges, challenges of our particular student population, etc. Some internal indicators can be found in the abundant data and surveys on our [Institutional Research website](#) and in the [John Jay Fact Book](#).
- **External Higher Education Indicators:** what are current city, state and federal policies and concerns that affect how John Jay operates?

LIST GENERATION – 6 minutes in groups of 3, then whole group to see where overlaps and what else arises