**York College Strategic Planning**

**SP Forum November 5, 2019 – NOTES (by table)**

1. **Does the overall framework set YC in the right strategic direction?**

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|  | **Framework Notes by Breakout Table** |
| 1 | * Mostly, but goal I is missing academics, II is poorly worded (not zero sum, One York)
* Need KPI on Gateway success
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| 2 | * “All voices matter” – why then are we focusing on signature programs in professional programs? Do we want to move away from being a liberal arts college? What about “hot areas” like technology?
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| 3 | * Love the simplicity of the framework
* It’s a good plan because it gets us talking about what we can improve
* Student development is not in all bullets – lack of attention, all on academic areas
* It would be good to have students actively engage in the process
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| 4 | * Yes for 2020-2023
* In addition, we suggest a mentorship program that includes staff. The focus is the traditional and international student.
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| 5 | * We agree this is going in the right direction
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| 6 | * In general, document is “good”
* Great place to start…looks practical and achievable.
* Goal 1 – getting information out to students at the gate (day one at York or before entry). Could have student representatives at college (fairs?)
* “Buy In” by everyone!
* Glad to be able to add one’s 2 cents
* Agree does not take money to solve problems…(help students) put in their own resources, and just do it, to improve their own environment
* How can you get needs met? Educate all. Transparency. More meetings, amongst students, and students/faculty. Utilize our human resources. Have competitions to solve problems. Include alumni.
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| 7 | * Yes. It works well to achieve the key performance indicators which are good.
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| 8 | * [one faculty member sat alone and expressed] No, the framework appears to move the college toward being a trade school. Not a college. Goal II gives that perception. Couldn’t we develop “signature programs” in the Arts and Sciences (e.g., Masters).
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1. **What objectives should we prioritize in 2020-2021?**

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|  | **Objectives to Prioritize in 2020-2021 (by breakout table)** |
| 1 | * IA, IB, IIIA, IIIB
* IIIB feeds IIIA which feeds I, which is key.
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| 2 | * IIIA and IIIB
* We should prioritize aesthetics/improving the environmental facilities. Beautifying the campus/making it ADA compliant/inclusive is important.
* We need to work on branding/marketing so that our perception improves; many don’t know about us/our programs/the good work done here.
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| 3 | * IIIB and IC
* Create a welcoming space – will retain students, will feel more attached to York, students and faculty – clean, beautiful, comfortable, more lighting, paint
* More/better career opportunities (via research experiences, internships, etc.) and career readiness practices. Check-in opportunities for students to gauge career prep. Better connections between academics and careers. Advisement. Develop career plans, online career internships. York does not offer these at all.
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| 4 | * IIIB – welcoming space
* IB – responsive systems that facilitate 1st year retention
* IIB – clear onramps
* ID – support to graduation
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| 5 | * IIIA and IIIB – first priority
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| 6 | * IIIA, IIIB, and IC
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| 7 | * IIA – inclusive signature program and experiential learning and service learning for the success of these programs
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1. **What activities within those objectives should we undertake in 2020-2021?**

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|  | **Activities to Undertake in 2020-2021 (by breakout table)** |
| 1 | Goal I* Guide through “college process” – orientations (e.g., re: financial aid, FYE, etc.) – work on better attendance (RSVP). Open houses. (IA)
* Better pipeline, spirit. Not feeling like they’re on their own. Model scaffolding programs like SEEK and TRIO (IB)
* Excellence is omitted – no academics. III also strongly affects.

Goal II* Student expectations missing. Equitable and other poor word choices. Word choices sound zero sum – not One York.
* Admissions/screening – need more qualified students from York. Consistency of education so easier to screen (Gen Ed can help)>
* “Signature” and other language (problematic).
* Not possible to do pre-professional or onramp (Health Science, etc.)
* Success/sustainability – niche marketing, unique programs, branding
* Assessment of systems and student-centeredness of them
* Still a liberal arts college!
* Treat faculty and staff as we expect them to treat students
* Gen Ed is opportunity to find their strengths (to enter signature programs or not).
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| 2 | IIIA and IIIB* Capital projects need to move forward so we can improve the facilities/environment and meet the needs of diverse students/faculty/etc.
* Can we be sure to submit articles/etc. to CUNY-wide publications/etc. every opportunity there is? No one knows the good work done here. We need to publicize our good work. We should increase our social media presence/footprint. We need to increase our efforts around increasing our image.
* We should work with other colleges an articulation agreements/dual admissions/etc.
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| 3 | IIIB and IC* Include student self-assessments (that include what activities or conferences should they engage to be successful)
* Create student cohorts to increase engagement
* More scholarships
* Better advisement that includes life counseling (not just academic advice/major information)
* Supports directed at continuing students (sophomores!). Not just freshmen.
* More welcoming space (office space, common areas, outside space, bathrooms) – doesn’t feel like “my” space
* Check-in opportunities for students to assess career preparation
* Better alumni connections (to build connection, community)
* Better ways of dispensing the large volume of information that is given to students when they enter (so less confusing)
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| 4 | IIIB* Equitable distribution of bathroom and cleaning resources
* Increase frequency of pest control
* Repair leaks

IB* Mentoring program
* First year initiative

IIB* Develop on/off ramps
* Promote options

ID* Conduct research to understand why students are leaving
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| 5 | Arts and Sciences, Health Professions* Faculty driven faculty development (in sync with tenure and promotion)
* Get a budget from the provost to fund faculty development
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| 6 | IIIA* Share process of success
* Help faculty get external funding
* Sometimes grants awarded but procedural problems occur and somethings things just do not work out (address)
* Clarify travel grant process (streamline, become more efficient)

IIIB* Cleanliness, inviting

IC* Help students with career readiness
* Career options

Communications, transparency would improve all of this |
| 7 | IC* Faculties to advocate to more students
* Bring back co-op program (rename it)
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1. **Anything else you’d like to add or ask?**

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|  | **Things to Add or Ask (by breakout table)** |
| 1 |  |
| 2 | * We would like to see intentional spaces for students and faculty to gather. The faculty dining room used to have lunch for purchase and faculty could sit and gather there. This is no longer the case. Our spaces need to evolve to meet the needs of all stakeholders here.
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| 3 |  |
| 4 | * Promote our success stories in the community
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| 5 | * Transparency of grant overhead.
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| 6 | * “Signature” Programs – YYTA Program and other non-academic programs (include these in that definition)
* Need strategic communication – to promote activities and events on campus, especially on CUNY benefits
* Connect with “Jamaica Avenue” – jobs, lunch
* Let’s all help each other – get rid of defensiveness (by faculty and staff)
* We can do so much more together
* Faculty – sometimes feel on their own when it comes (to research?)
* Staff – level of communication and transparency (few know stuff, most left on their own)
* Students – need to know the “process” (i.e., financial aid), need help getting internships
* Reach people – variety of modes (do not forget, phones)
* Remember some students are the first in their family to attend college
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| 7 | * Incentive program for custodial staff
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**5. Large group discussion – highlighting additional observations/things to prioritize.**

* Some concerns – are we moving toward becoming a trade school? Away from a liberal arts college? [Discussed that’s not the intent behind the framework but the framework leaves that perception – especially Goal II.]
* Professional programs are at York, with some existing for years. How to balance/have reciprocal relationships with the undergraduate programs.
* Perhaps frame (for Goal II) should be more on – what makes York unique? Consider framing Goal II so that it supports the One York concept.
* Let’s beware of laying the problems on students.
* Consider language choices (e.g., onramps, offramps, “signature”, etc.)
* Let’s remember to leverage faculty and staff abilities and talents – let’s use our human resources
* Overall – need better transparency and communication
* Marketing and branding needs more emphasis.
* Need buy-in from everyone. Educating all – transparency, more meetings, mix up groups, etc.
* Need to do what’s practical and feasible