



One **YORK**

**The Strategic Plan
for 2020–2023**



YORK College

Acknowledgments

A special thanks to the Strategic Planning Committee for guiding the campus through a thoughtful planning process. And to the campus community: this plan wouldn't be "One York" without your invaluable contributions. Thank you students, faculty, and staff for adding your voices!

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MISSION AND VALUES

Mission

York College enriches lives and enables students to grow as passionate, engaged learners with the confidence to realize their intellectual and human potential as individuals and global citizens.



Values

Integrity

York College embraces integrity as a central value in all aspects of its engagement, including teaching, learning, research, and service; Integrity will emerge from committed, continuing, and rigorous evaluation of all college policies, procedures, and processes.

Diversity

York College values cultivating a climate of acceptance, mutual respect, and appreciation of unique differences across the human spectrum.

Intellectual Discovery & Creativity

York College values providing an intellectual environment where students and faculty will take ownership of and responsibility for excelling in academic inquiry, creativity, scholarship, research, interdisciplinary collaboration, and professional growth.

Intentional Interactions

York College creates opportunities for productive and creative intentional interactions among the various groups of the college to foster a small-college atmosphere.

Self-Reflection & Accountability

Each member of the York College community, on an ongoing basis, will reassess their effectiveness, identify challenges, create a plan to meet the challenges, and improve decision-making and institutional effectiveness.

Civic Engagement

Each member of the York College community assumes personal responsibility and awareness of our respective communities and strives to serve the common good.

PRESIDENT'S MESSAGE



As we embark together on a landmark strategic planning process that will define our *One York* future, now is the time for all of us to imagine ourselves elevating the distinctive nature of York College and our campus community. Strategic planning is by nature, an inclusive activity. Our success will come from thinking strategically, implementing creative, data-driven solutions, and nurturing a culture of planning and assessment, all guided by this plan. The plan outlines goals to aspire to, actions to undertake, and metrics by which to assess our impact. Our *One York* plan stakes a clear claim on who we want to be. Through the new strategic direction outlined here, we will continue on our path of transformation. Woven throughout this plan is a commitment to improving the *One York* experience. We must be more than the knowledge we discover and impart; we must create the best experience possible for our students. Our plan positions us to better contribute to the shared purpose

of The City University of New York: to serve as “the greatest urban university in the world.”

Achieving our ambitious goals will require a commitment by every member of our campus community to play a part in implementing this plan. I ask each one of you to read it and find ways to advance our goals through your daily work, including departmental planning; setting personal and unit performance goals; applying for grants; and sharing our vision with prospective job candidates. Stay involved. Insert yourself in the process. Make this plan something that changes hearts, minds, and lives.

One York. Together we can!

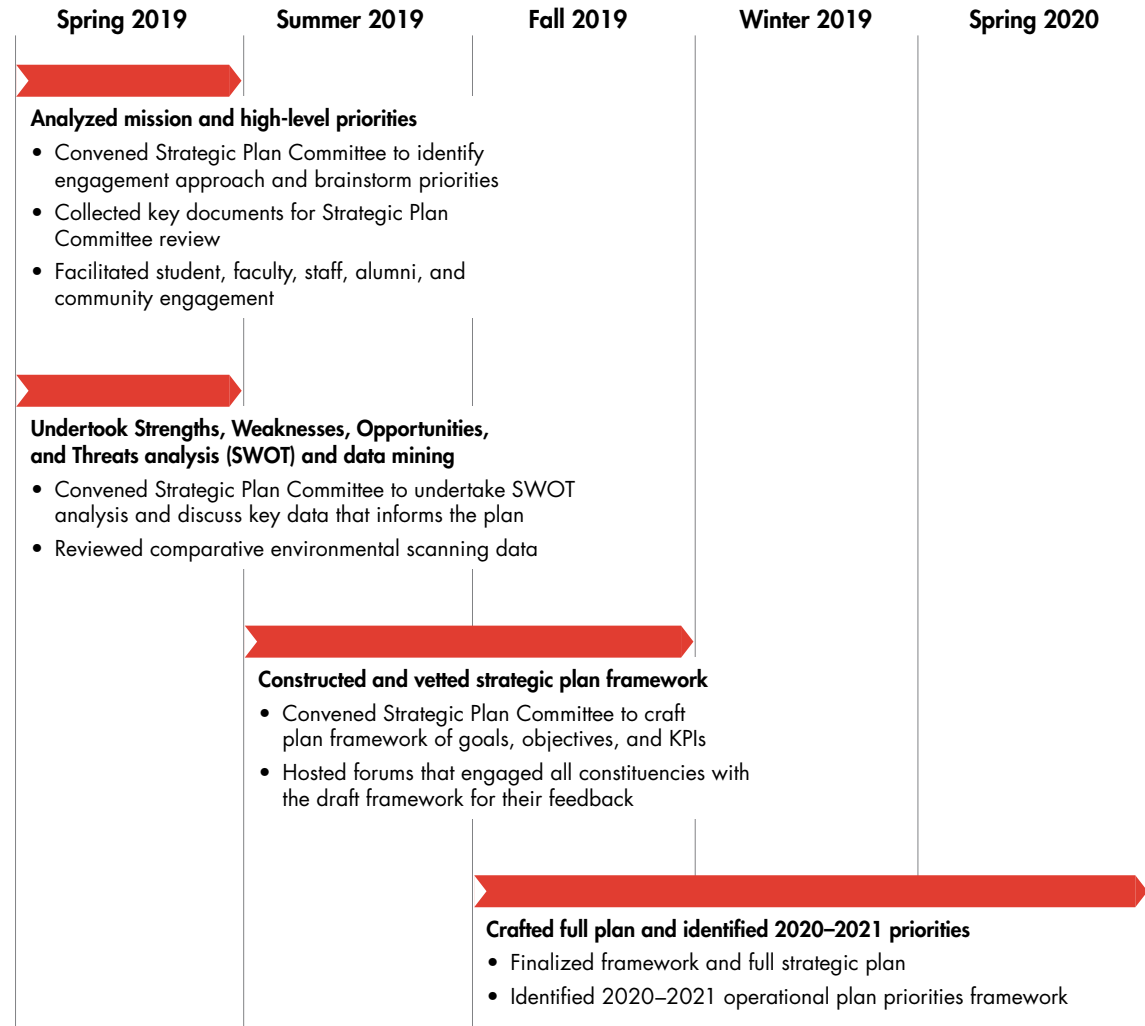
A handwritten signature in black ink that reads "Berenecea Eanes". The signature is fluid and cursive, with a large initial 'B'.

Berenecea J. Eanes
Interim President

OUR PLANNING PROCESS

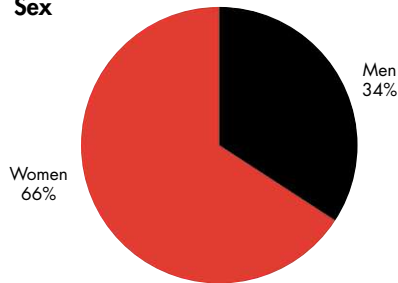
One York 2020–2023 requires us all to believe change is possible, especially if we pursue it together.

Our Strategic Planning Committee, comprised of representatives from across all divisions of the College, served as stewards of the process that resulted in this plan. They hosted two rounds of open forums with students, faculty, and staff, to hear early input as well as feedback when they were close to finalizing the plan. They sought input and guidance from the York Foundation and from Queens community leaders, to build a strong web of support for the direction outlined. That input, alongside Integrated Postsecondary Education Data, influenced the goals, objectives, and Key Performance Indicators (KPIs) outlined on the following pages.

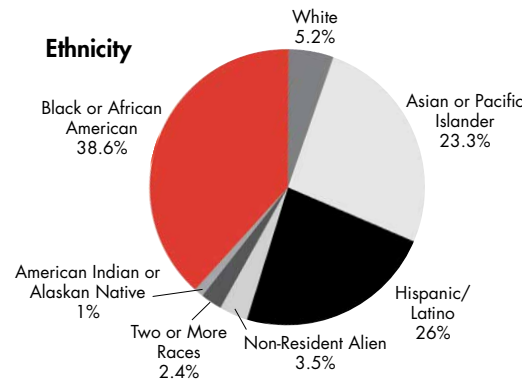


OUR COMMUNITY

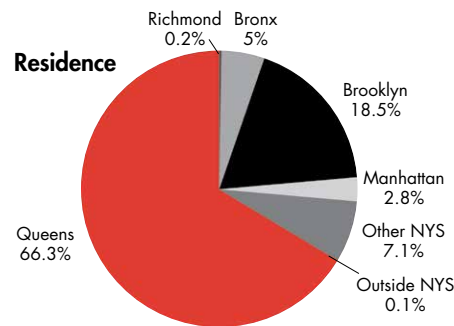
Sex



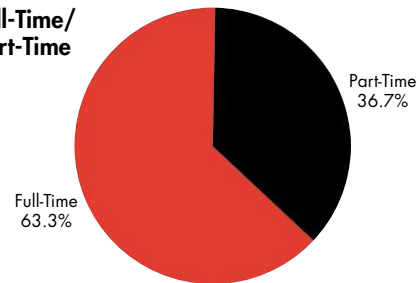
Ethnicity



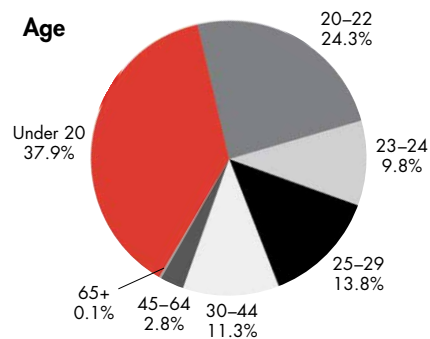
Residence



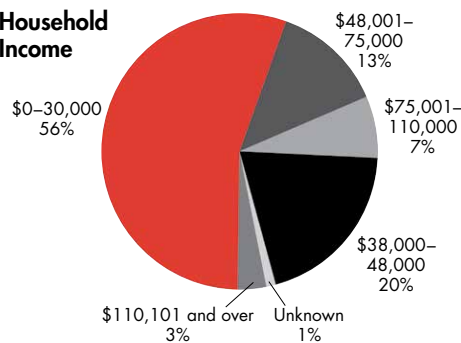
**Full-Time/
Part-Time**



Age



Household Income



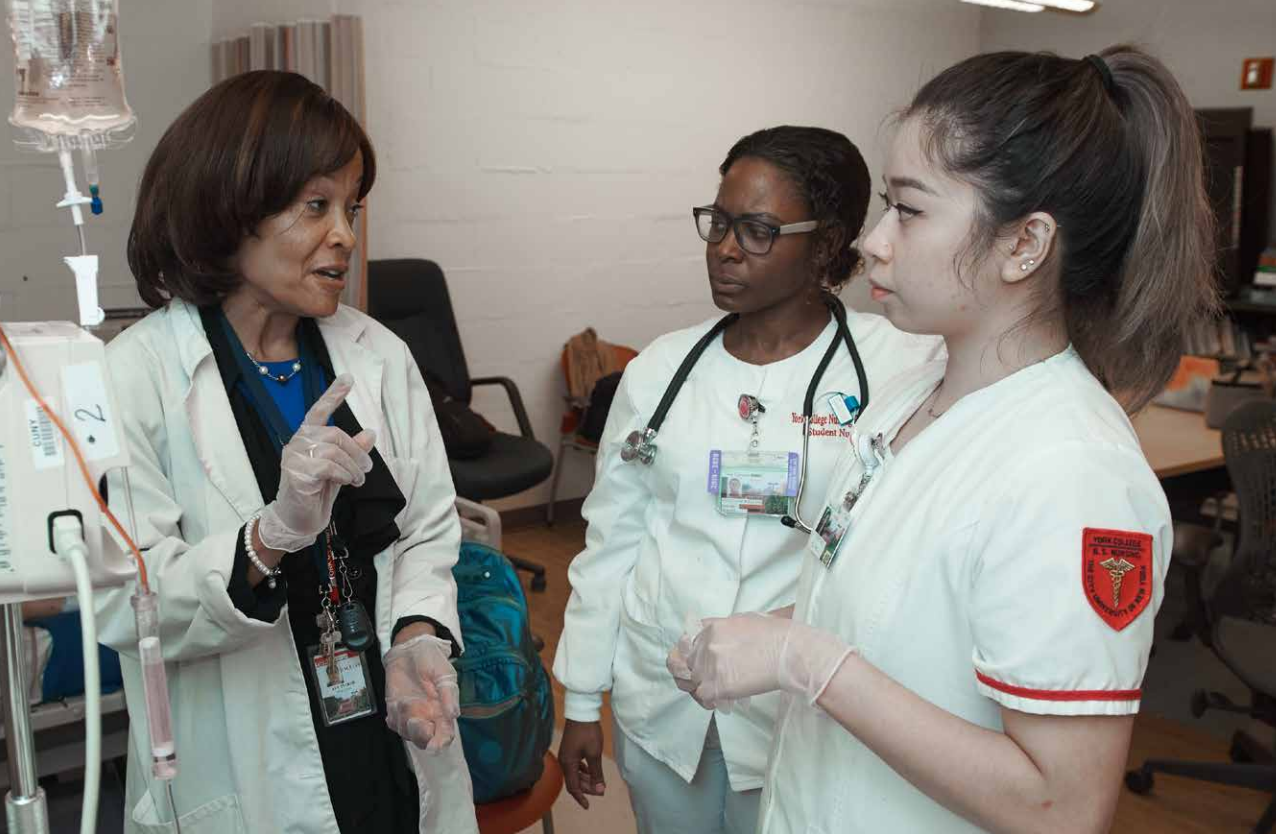
At York College, we challenge our students to reach above their expectations and beyond perceived limitations to pursue their dreams.

One of 25 colleges within The City University of New York (CUNY) system, York consists of three schools: Arts and Sciences; Business and Information Systems; and Health Sciences and Professional Programs. Together, these schools offer undergraduate liberal arts education, programs in business and healthcare professions, and five programs at the Master's level.

More than 8,300 students attend York College. The majority of our students are female, live in Queens, attend full-time, are under the age of 23, and live in a household with an income of \$30,000 or less. Approximately one-third are first-generation-to-college students.

York College is located in Queens, the most ethnically diverse borough in the City of New York, and our students reflect that diversity. Nine out of ten students are members of a minority group, and six out of ten belong to an underrepresented minority group.

We remain steadfast in our commitment to foster a culture of student success with the support of talented faculty and staff who represent the best of CUNY.



GOAL 1: STUDENT SUCCESS

Undergraduates Thrive and Graduate

York has made higher education accessible to many students. We want to do better at helping them stay and graduate.

We set this goal to send a message to our students: if you choose us, we'll help you finish. The steps we take — from the time we recruit and enroll students until they receive their degrees — need to intentionally facilitate student success.

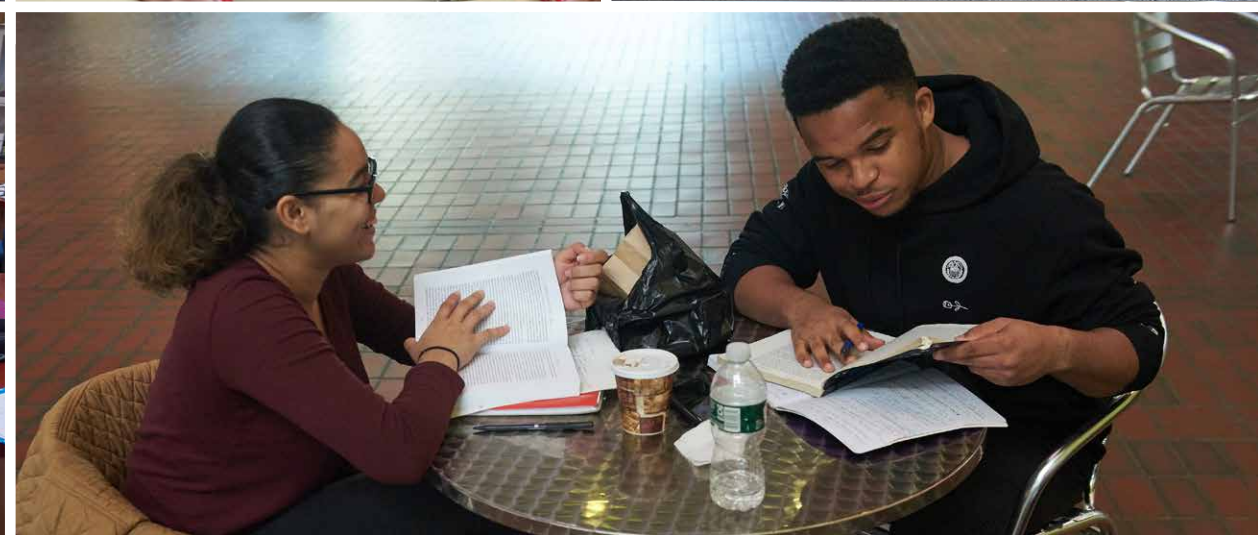
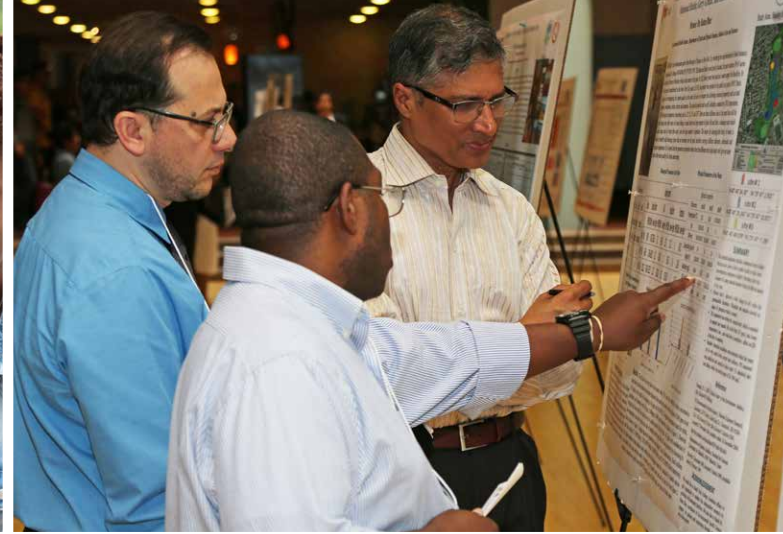
To achieve this goal, we'll support students at key points in their experience with us.

OBJECTIVES

- Implement college-wide strategic enrollment practices that support students from entry to graduation
- Facilitate student access to scholarships and work study
- Offer intensive guidance to students in their first eight weeks on campus
- Engineer advisement systems so that students can better access, stay, and graduate in their desired areas of study
- Scale cohort-based first-year experiences for students based on successful models
- Engage students close to graduation in targeted supports that help them complete their degrees

KEY PERFORMANCE INDICATORS

- Increased percentage of first-time, full-time freshmen who earn 30 credits or more in their first year
- Increased first-time, full-time first-year retention rate
- Increased first-time, full-time four-year and six-year graduation rates
- Increased undergraduate transfer student four-year and six-year graduation rates
- Reduced equity gaps (underrepresented/non-underrepresented, Pell/non-Pell) for first-time, full-time freshmen
- Increased student access to, use of, and satisfaction with scholarships, work study, cohort-based first year experiences, advising, and graduation supports



GOAL 2: ACADEMIC EXCELLENCE

York Supports All Academic Programs to Meet Standards of Excellence and Provide Transformational Educational Experiences

York prides itself on being a liberal arts college with undergraduate and graduate programs. It's also known for select professional programs that attract many students.

We set this goal to emphasize the importance of investing in all of our academic offerings.

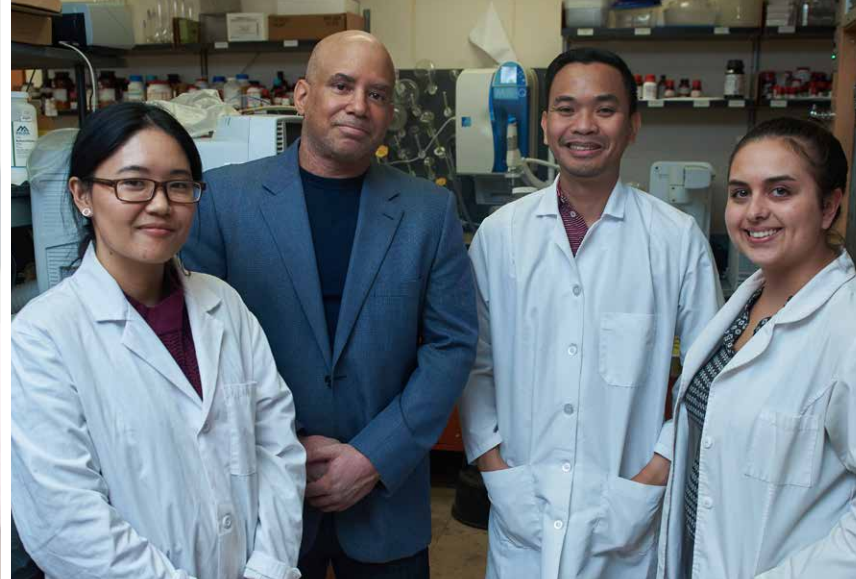
To achieve this goal, we will make investments that improve academic excellence. Ultimately, we want every program to offer the highest quality educational experience possible, so that students leave with a strong foundation for success in life.

OBJECTIVES

- Undertake a campaign that facilitates campus-wide understanding of the relevance of liberal arts general education courses to careers and life in the 21st century
- Systematize college-wide continuous improvement using assessment findings
- Develop a strategic communications plan that strengthens our brand and marketing across academic offerings
- Build an infrastructure to support student workforce preparedness connected to areas of study

KEY PERFORMANCE INDICATORS

- Increased student demonstration of General Education competencies
- Evidence of more systematized continuous improvement using assessment findings
- Increased brand recognition and knowledge of academic offerings
- Increased student access to and satisfaction with their academic experiences and related workforce preparedness



GOAL 3: FACULTY AND STAFF SUPPORT

Faculty and Staff Feel Supported, Collaborate, and Flourish

York has world class faculty and talented staff who are deeply committed to the College's mission. And yet, as part of the strategic planning process, they shared that they have, at times, felt unsupported and even pitted against each other for resources.

We set this goal in direct response to what we heard. Faculty expressed York could do better at cultivating their passion for research and scholarship, while helping them balance their service, teaching, and research interests and roles. Staff expressed more could be done to support collaboration across programs and units. A common sentiment: an emphasis on professional development could help everyone become more successful in their roles at the college.

To achieve this goal, York will invest in faculty and staff success in targeted ways that cultivate a culture of care.

OBJECTIVES

- Offer faculty development that improves faculty teaching and research competence
- Increase recognition of faculty service
- Re-engineer support for faculty research
- Increase clarity and transparency around shared governance
- Expand staff professional development offerings and opportunities for recognition
- Develop a Special Initiatives Fund that catalyzes collaborative, interdisciplinary, strategic plan-related innovation on campus
- Offer leadership development opportunities for chairs, directors, and managers that helps them build their teams and foster collaboration

KEY PERFORMANCE INDICATORS

- Increased faculty satisfaction with teaching, research, service and the balance they can achieve across these areas
- Increased faculty satisfaction with research support, as well as increased total faculty research awards and grants
- Increased faculty understanding of shared governance practices
- Increased faculty and staff access to and satisfaction with professional development offerings
- Evidence of projects established via the Special Initiatives Fund to implement strategic plan-related projects on campus
- Increased faculty and staff pursuit of collaboration, teamwork, and leadership opportunities



GOAL 4: VIBRANT CAMPUS

York Fosters a Vibrant Campus and Community Spirit

Goals 1, 2, and 3 of this plan invest in people and programs. Yet we know our campus spirit requires tending to.

We set Goal 4 to address factors that can fortify our optimism and determination.

To achieve this goal, we will take action to boost morale, funding, alumni connections, and Queens-based collaborations, deepening campus pride and community roots.

OBJECTIVES

- Undertake efforts to ensure York is clean, safe, and beautiful
- Offer healthy, sustainable food service on campus
- Complete ADA projects on access, hiring appropriate staff
- Grow a healthy, engaged alumni program that cultivates a robust, integrated relationship with the Alumni Association
- Re-engineer continuing education to provide vital workforce development offerings to Queens community residents while also serving as a source of income for the College
- Develop a three-year advancement plan
- Recommit to deeper and more intentional community partnerships

KEY PERFORMANCE INDICATORS

- Increased sense of campus community
- Increased satisfaction with the campus physical environment and food service offered
- Reduced ADA-related complaints and increased overall ADA compliance
- Increased alumni engagement and giving
- Increased giving overall from diversified resources
- Increased enrollment in and earned income from continuing education
- Increased evidence of partnerships with other Queens-based organizations toward mutual goals

STRATEGIC PLAN 2020–2023

OBJECTIVES

STUDENT SUCCESS	ACADEMIC EXCELLENCE	FACULTY/STAFF SUPPORT	VIBRANT CAMPUS
<ul style="list-style-type: none"> • Implement college-wide strategic enrollment practices that support students from entry to graduation • Facilitate student access to scholarships and work study • Offer intensive guidance to students in their first eight weeks on campus • Engineer advisement systems so that students can better access, stay, and graduate in their desired areas of study • Scale cohort-based first-year experiences for students based on successful models • Engage students close to graduation in targeted supports that help them complete their degrees 	<ul style="list-style-type: none"> • Undertake a campaign that facilitates campus-wide understanding of the relevance of liberal arts general education courses to careers and life in the 21st century • Systematize college-wide continuous improvement using assessment findings • Develop a strategic communications plan that strengthens our brand and marketing across academic offerings • Build an infrastructure to support student workforce preparedness connected to areas of study 	<ul style="list-style-type: none"> • Offer faculty development that improves faculty teaching and research competence • Increase recognition of faculty service • Re-engineer support for faculty research • Increase clarity and transparency around shared governance • Expand staff professional development offerings and opportunities for recognition • Develop a Special Initiatives Fund that catalyzes collaborative, interdisciplinary, strategic plan-related innovation on campus • Offer leadership development opportunities for chairs, directors, and managers that helps them build their teams and foster collaboration 	<ul style="list-style-type: none"> • Undertake efforts to ensure York is clean, safe, and beautiful • Offer healthy, sustainable food service on campus • Complete ADA projects on access, hiring appropriate staff • Grow a healthy, engaged alumni program that cultivates a robust, integrated relationship with the Alumni Association • Re-engineer continuing education to provide vital workforce development offerings to Queens community residents while also serving as a source of income for the College • Develop a three-year advancement plan • Recommit to deeper and more intentional community partnerships

STRATEGIC PLAN 2020–2023

KEY PERFORMANCE INDICATORS

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PLAN IMPLEMENTATION

Each year, *One York* will be implemented via an inclusive, college-wide process called Operational Planning.

Cabinet will select Operational Plan priorities for each upcoming year based on input from units via their annual assessment processes and recommendations from the Institutional Effectiveness Committee. Units will then identify specific actions to take to achieve those priorities in their annual assessment plans.

FALL
Units finalize Operational Plans based on strategic plan priorities selected, college-wide

SUMMER
Upcoming year Operational Plan priorities solidified



WINTER
Units reflect on Operational Plan progress internally

SPRING
Units report on Operational Plan progress, next year operational plan priorities emerge



Thank you for contributing. Visit the Strategic Planning page on the York College website to stay involved.
We are One York!