

Strategic Planning Update (October 2009)

Upon satisfactory completion of the College's Middle States site visit in 2008, with accreditation having been granted for the next ten years, York is now poised to plan for our next five to ten years. During the summer of 2009, the College secured a consultant, Hezel Associates of Syracuse, NY, to assist with conceptualizing and developing a Comprehensive Strategic Plan.

At the beginning of the 2008-2009 academic year, in August, a group of senior level staff met over two days to initiate a new strategic planning effort with focus on execution to be the momentum in moving the College forward. Undertaking the long-term strategic planning initiative subsequently it was decided to raise the Strategic Planning Committee (SPC) to the presidential level and delegate President Keizs to lead the project.

In the past, the Committee had been larger than required and as part of the Committee's general revitalization, the need was evident to redesign and intentionally balance its composition in membership, structure, and tenure. In September of 2008, President Keizs assumed the Chair of the Strategic Planning Committee redesigning the Committee's structure, predicating membership on title/function rather than person and assigning tenure on a rotating basis, which allows for both continuity as well as fluid participation.

In September of 2009 the composition of the Strategic Planning Committee was refined even further to better reflect the College's restructuring of the academic units into the three Schools. The revised configuration, now predicated on School rather than department or division allows for logical participation in the group.

On October 14th & 15th the opening meetings of SPC were held. All day workshops were led by Hezel Associates. On Day 1 – of the strategic planning workshop, the group met to review the College's present mission and vision statements, conceptualized what words and statements mission and vision should include, and why particular items should be incorporated into York's mission and vision. On Day 2 – of the workshop, the group confirmed the mission and vision and began to derive statements that it believed would embody York's mission and vision for the next ten years. The next step(s) will be for small sub-group of the SPC to wordsmith the statements of the larger group in order to craft a mission and vision statement to be studied by the entire SPC at their next 2-Day Workshop on December 14th & 15th, 2009.

On November 10th, 11th, & 12th, 2009, Hezel and Associates will be on campus to conduct a series of Focus Groups with several groups of Faculty, Students, Staff and Administrators, Alumni and Community members.

Tuesday, November 10th

12:30pm – 2:00pm – Faculty (*President's Conference Room, 2H02*)

3:00pm – 4:30pm – Staff (*Administrative Affairs Conference Room, 2H06*)

6:00pm – 8:00pm – Students (*SEEK Conference Room, 1C08*)

Wednesday, November 11th

9:00am – 10:30am – Administrators (*Administrative Affairs, 2H06*)

12:00pm-1:30pm – Students (*SEEK Conference Room, 1C08*)

3:30pm – 5:00pm – Faculty (*President's Conference Room, 2H02*)

6:00pm – 8:00pm – Community (*Faculty Dining Room, 2D02*)

Thursday, November 12th

10:00am-11:30am – Staff (*Administrative Affairs Conference Room, 2H06*)

12:00pm – 1:30pm – Students (*SEEK Conference Room, 1C08*)

The next 2-Day Workshop will be held December 14th & 15th. In addition to finalizing the (mission and vision) goal statements, the SPC will begin to revisit goals to align them with the statement. The Committee will also begin to identify gaps between goals and mission that must be addressed in development of strategic initiatives.

The SPC will develop a SWOT (**S**trength **W**eakness **O**pportunities **T**hreats) Analysis to analyze York's strategic position; assess governance structure and congruency of goals with facilities master plan; identify additional gaps related to achievement of goals. Simultaneously Hezel Associates will be performing an Environmental Scan, reviewing external market demographics and trends to explore York's position in the external market in the next ten years.

By spring 2010, the SPC intends to review research findings, the SWOT Analysis and gaps, confirm and finalize goals and develop subcommittees for each goal and begin to convene sub-committees to develop strategic initiatives. By May, at the fourth workshop of the SPC, the committee will review strategic initiatives from each sub-committee; build consensus and agree to finalize strategic initiatives; hold departmental workshops on developing unit action plans; check-in with units at mid and endpoints of the unit action planning process, and finally, draft a strategic planning document.

The president urges your engagement in this important process. You may send your comments to: president@york.cuny.edu. Periodic updates will follow in the intervals as the SPC meets.