

**Strategic Planning Subcommittee  
Meeting Agenda  
February 5, 2024  
1:40-2:50pm**

1. Approval of minutes from October 10, 2023
2. Christopher Shults, Introduction and Overview of Institutional Effectiveness and Strategy (IES)
3. Review of IES Goals and Outcomes
4. Review of the John Jay Institutional Effectiveness Framework
5. 2020-2025 John Jay College Strategic Plan, Operational Planning, and Assessment - Allison Pease and Christopher Shults
6. Preliminary Strategic Planning Calendar Discussion
7. New Business

**Strategic Planning Subcommittee**  
**Minutes**  
**February 5, 2024**  
**1:40-2:50pm**

**Present:** Allison Pease (*Chair*), Christopher Shults (*Designated Chair*), Cat Alves, Ric Anzaldua, Mark Flower, Robert Garot, Heath Grant, Karen Kaplowitz, Joseph Maldonado, Jean Mills, Stephen Russell, Robert Till, and Alison Orlando (*recorder*)

**Guests:** Hungde Chan, and Alena Ryjov

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1. **Approval of minutes from October 10, 2023.** The minutes were approved as proposed.
2. **Christopher Shults, Introduction and Overview of Institutional Effectiveness and Strategy (IES).** Christopher S. gave a brief introduction, and overview on IES efforts at the college. He explained that as we enter our final year of the strategic plan and with the Middle States re-accreditation process completed that we are at an opportune time to examine what we want from assessment and strategic planning. He added that we will still be engaged in the 2025 Strategic Plan as we begin an inclusive process to prepare for the 2025-2030 plan. He talked about how the new strategic plan will align with CUNY Lifting NY, the PMP process, and annual assessments at the college. He also spoke briefly about the operationalization of the strategic plan. The floor was opened to questions. Bob T. asked if we are going to look into the community colleges and their impressions of John Jay to see what may attract them to us or to understand their misconceptions. Christopher S. said that John Jay is the most receptive transfer institution in CUNY and one of his goals is to communicate our success to the community colleges.
3. **Review of the John Jay Institutional Effectiveness Framework.** Christopher S. explained that the information being presented is a draft and he wants to have conversations across campus to gain feedback on these materials. He first described the concept of institutional effectiveness, which is how do we know that the college is making progress towards the achievement of its mission. He referenced the model of integrated institutional effectiveness to describe the different functions of institutional effectiveness and how they integrate. He moved on and spoke specifically about the institutional effectiveness framework at John Jay, which frames how the process occurs at the college. The floor was opened to questions. Stephen R. felt that data across the college is not connected, and that this needs improvement. Christopher S. responded that one of his goals is to make the data as streamlined as possible. This was followed by a brief discussion on dashboards, and their role at the college. Bob T. felt that it would be helpful if names were attached to the framework so people would know who to contact for questions or information. Christopher S. said this will be addressed college-wide as there are people working on data across the college. However, each IES function will have at least one point person until we can identify all the people across the college who are involved.
4. **2020-2025 John Jay College Strategic Plan, Operational Planning, and Assessment.** Christopher S. spoke about the strategic plan and operational planning. He explained that a strategic plan sets priorities but it doesn't tell you how to accomplish them or who is responsible for them; this is the role of operational planning. He added that an operational plan inventories the activities and actions that are being done, and connects them back to the strategic plan. He also spoke about the alignment between mission, goals, and outcomes at both the divisional level, and institutional level. He explained how we should be engaged across the divisions in actions that connect to our strategic plan, and that this will be documented in PMP reporting, which aligns with CUNY's strategic plan.
5. **Review of IES Goals and Outcomes.** Christopher S. presented a draft of the IES goals and outcomes to show how IES as a unit is approaching them. He explained that each functional

area has their own goals and outcomes. The functional areas are as follows: assessment, planning, institutional research, accreditation/external reporting, and strategic insights. He also went over the point person in IES for each functional area.

6. **Preliminary Strategic Planning Calendar Discussion.** Christopher S. briefly went over the strategic planning calendar, which runs from Spring 2024 to Fall 2025. He spoke about the need for a strategic planning development team, who would help decide on the process the college would undertake for developing the strategic plan. He added that there would also need to be a planning committee but the make-up of the committee would depend upon the decision made by the planning team. He added that the planning committee could be a pre-existing body such as the SPS. He briefly described the process he envisions, which includes open forums, focus groups, and Q&A sessions. The goal is to have a finalized approved plan by late Spring/Summer 2025 with an interactive strategic website published in Fall 2025. This was followed by a short discussion on the make-up of the planning team, and the planning committee.
7. **New Business.** There was no new business.