

**Strategic Planning Subcommittee**  
**Minutes**  
**October 15, 2025**  
**1:40-2:50pm**

**Present:** Christopher Shults (*Designated Chair*), Cat Alves, Joseph Maldonado, Dyanna Pooley, Michael Brownstein, Jamella Richmond, Karen Kaplowitz, Shweta Jain, Mark Flower, In-Deria Barrows, and Alison Orlando (recorder)

**Guests:** Angel Polanco, Daniel Matos, Melissa Dolan, Andrea Clark, Angela Crossman, Kayla Bassknight, Wynne Ferdinand, Alena Ryjov, Bryce Tolbert, Sumaya Villanueva, Lorena Laverde, Kimberly Martes, Samuel Lopez, and Rohit Murarka

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1. **Approval of Minutes from September 25, 2025.** The minutes were approved as proposed.
2. **Mission, Vision, and Values Review.** Wynne F. shared the revised draft of the vision, mission, and values and asked for feedback. The discussion began with the vision where the conversation focused on refining the language to avoid terms like “empower.” The committee moved on to speak about the mission. Some suggestions included replacing “explore justice” with more action-oriented language, incorporating a clearer principled stance, and adding the word “state” in the second paragraph. Wynne F. then went over the values, and explained the recent edits made to them.
3. **Goals and Objectives Review.** The committee reviewed the goals and objectives, and the feedback was as follows:

**Provide a First-Rate Education and an Innovative Student Success Experience**

Goal: Advance student success through inclusive access, holistic support, and high-impact learning experiences that foster academic achievement and personal development

- Cross-divisional partnerships/collaboration should be emphasized.
- Remove the word “inclusive” from Objective J.

**Advance and Deepen Career-Connected Exploration and Learning**

Goal: Integrate career development, experiential learning, and academic pathways to prepare students for meaningful careers and graduate study

- Reword the end of the goal to “...prepare students for graduate study and meaningful careers”
- Update the title to “Advance and Deepen Career-Connected and Graduate Exploration”
- Revise Objective B to add co-curricular.
- Add cohort programs to Objective D.
- Revise Objective G to “Expand outreach to alumni and external partners to strengthen student career outcomes and mentoring efforts, building on existing collaborations led by Career Services, academic departments, and EMSA programs that connect students to leadership, service, and employment opportunities.”

### **Optimize Institutional Resources and Effectiveness**

Goal: Expand, deploy, and leverage institutional resources, systems, and structures to ensure financial viability, promote stability, and support continuous improvement across the College.

- Switch the order of Objective G and Objective A.
- Add "knowledge management" to Objective F.
- Include "compendium" in Objective F.
- End the goal with "...improvement across the College community."

For next steps, Christopher S. explained that the suggested changes will be made before the SPS meeting on October 29, where the committee will continue their review of the remaining goals and objectives.