

**Strategic Planning Subcommittee
Minutes
November 19, 2025
1:40-2:50pm**

Present: Christopher Shults (*Designated Chair*), Ned Benton, Allison Pease, Cat Alves, Joseph Maldonado, Dyanna Pooley, Rohit Murarka, Ed Snajdr, Karen Kaplowitz, Michael Brownstein, Shweta Jain, Mark Flower, and Alison Orlando (recorder)

Guests: Angela Crossman, Justin Barden, Samuel Lopez, Maryam Bibi, Kimberly Martes, Melissa Dolan, Angel Polanco, Bryce Tolbert, Wynne Ferdinand, Dominique Mendez, Kayla Bassknight and Alena Ryjov

1. **Approval of minutes from October 29, 2025.** The minutes were approved as proposed.
2. **Discussion and approval of draft goals and objectives.** Christopher S. gave an overview of the working groups progress including their work to shorten and condense the goals and objectives. Alison O. and Dyanna P. presented the revised goals and objectives in the new format. The floor was opened for feedback. Ned B. asked how the goals and objectives would be formatted when shared with the community. Dyanna P. explained that the goals, objectives, and actions would be sent out and that the table is only for internal use. Ed S. proposed adding the word “international” in Goal 3 to represent the college’s global work. Wynne F. suggested moving action item 1 under Goal 2, Objective 4 to Goal 1. She also felt that there was a loss of focus on enrollment in the revision. Christopher S. responded that was not a consensus on how to incorporate enrollment into the plan, but enrollment is addressed in Goal 3, Objective 5. Karen K. proposed adding an objective on academic freedom under Goal 4. There were also additional suggestions made to revise the wording of several objectives. The decision was made for the changes suggested today to be incorporated into an updated document with the revised goals and objectives. This document will be sent in an e-mail for a vote by the committee to be approved to be sent to the college community. The committee discussed different ways to share the draft goals and objectives with the community including through the departments, divisions, Faculty Senate, CGS, UCASC, CUPC, the Council of Chairs and the President’s Leadership Council. This was followed by a discussion on strategies to increase student engagement in the strategic planning process. It was agreed that forums or focus groups should be held to obtain student feedback and that a subgroup of the SPS will work on planning the sessions. Karen K asked if the mission, vision, and values will be shared along with the goals and objectives. Christopher S. confirmed, and explained that ideally, he would prefer two sessions to split the mission, vision and values discussion from the goals and objectives discussion. It was discussed that this will not be possible for all groups.
3. **Role of working group through march.** The committee discussed the role of the SPS between now and the submission of the plan to the ECCC in March. It was decided that the working group will continue to gather feedback during this time and incorporate it into the Strategic Plan. During this period, SPS will be getting updates on the working groups progress. Cat A. suggested using January to identify what investments and resources are needed to enact the plan. Christopher S. agreed and said that SLT will start having those conversations in January. He added that FPS will play a role with aligning budgeting to the strategic plan as well.