

York College Strategic Planning Committee 4th Meeting Notes

CAMPUS ENGAGEMENT – WHAT’S UNDERWAY?

We started the meeting with an update on coming campus engagements. These include:

- Student Government – April 30, 2019 – 10:00am-11:30am
- Faculty – Open Forum – April 30, 2019 – 12:00-1:30pm
- Students – Open Forum – May 2, 2019 – 12:00-1:30pm
- Staff – Open Forum – May 2, 2019 – 3:00-4:30pm

We have already received 50 responses to the survey (here’s the link to the instrument on the website):
(<https://www.york.cuny.edu/president/institutional-effectiveness/planning/survey>)

Committee members were encouraged to conduct their own focus groups with additional constituencies should they feel that would be beneficial to the planning process. They were also encouraged to spread the word – others on campus can do the same. The handout with guidance on how to conduct a focus group is included at the end of these notes.

OUR DATA TRENDS – WHAT THEMES ARE SURFACING?

Committee members were asked to undertake the following advance thinking before this 4th meeting: review one or more sources identified from the last Committee meeting and come ready to share – *what top trends (up to 3) does the data evidence that should influence what gets prioritized in the 2020-2025 plan?*

At the meeting, members formed small groups to consolidate their thinking. Then they conducted a second small group exercise, examining assigned PMP and other data sets prepared by OIESP for this meeting. See the attached handouts for these data.

NOTE: The following chart clusters trends reported out by small groups in both exercises. Trends, sources, and implications identified from the 2nd exercise appear in grey.

**Trends That Should Influence the 2020-2025 Strategic Plans
Identified by Committee Members**

Trend Category	Trends	Sources	Implications
College readiness	First time students enrolled with 6+ credits are increasing – but York is still far from the CUNY 4-year college average	PMP	
	Students are coming from community colleges (with readiness issues).	PMP	
	A significant percentage of York students are transfers.	PMP	What is our role in CUNY? We are a 4-year college but are we behaving like other 4-year CUNY colleges?
	York had an older non-trad population. Now the pendulum is swinging to younger students. [This change appears to precede the last 5 years – doesn't show up in recent PMP data.]	York Factbook/PMP	Need to make changes to serve students as they are now. To address their classroom needs and beyond. Increase in younger students results in more activity on campus and need for more space.
Access and Completion	Looked at 14 PMP access and completion indicators and these indicate York primarily downward trends, with a few above the CUNY average, and some trends improving (rates increasing), but still below the CUNY 4-year college average.	PMP	We are an integrated university. What is York's role within it? We accept and admit students with lower preparedness levels.
	Academic momentum needs more attention. Retention and graduation are major issues.	Action Plan 2018-19	Focus on NESS 100 (online orientation for first-year students)
	York's retention rate is flat to declining.	PMP	We want to know more about why students are leaving and where they go.
	Although graduation rates are increasing, York is still not in line with the average for CUNY 4-year colleges.	PMP	
	Many minorities having difficulty graduating.	PMP	What does this mean in terms of transfer (creating a student transition program).

Student Satisfaction and Wellbeing	Student overall satisfaction with York is one percentage point higher in 2016 than the CUNY 4-year college average.	PMP	
	In 2016, 41% of student respondents said they would choose to attend York if they were to start over – compared to a 60% student respondent CUNY 4-year college average.	PMP	Is this about customer satisfaction as well as overall academic experience (York student satisfaction with their academic experience in 2016 is 10 percentage points lower than the CUNY 4-year college average)?
	Students are unsatisfied with their educational experience at York. Students – both freshmen and seniors – said they wouldn't start at York again.	NSSE Data 2015	Does this mean York should focus more on faculty PD in teaching and learning?
	Culture at York College is not as "serious" – York students act like high school students. Students are reporting this online.	Student Review (online sources)	There's an image issue.
	Health among students – there are many issues.	CUNY CHASE Report	
Student Post-Graduate Outcomes	Career placement – York is 2% lower than other CUNYs.	PMP	
	Percent employed one year out – York is higher than the CUNY 4-year college average).	PMP	Students seem focused on getting jobs one year out.
	York student median earnings is higher than the CUNY 4-year college average.	PMP	
Knowledge Creation and Faculty Support	York faculty creation of knowledge is declining over time – and is below the CUNY 4-year college average.	PMP	
	York's delivery of courses by full-time faculty is declining.	PMP	
	York faculty diversity – is higher than the CUNY 4-year college average – and increasing.	PMP	
	York faculty are indicating available resources are down – e.g., tutoring, supplies, facilities.	COACHE	

	York needs more focus on research – added graduate research conference and enhanced undergraduate student research.	Action Plan 2018-19	
Financial/Fundraising	Declining net assets among CUNYs including York – need to focus on sustainable budget.	2019 MSCHE Report	Solution – new funding model
	Three years of operational deficits.	CUNY Qtrly and Annual Financial Reports	
	Revenue generation an issue.	Action Plan 2018-19	
	Voluntary support was highest in 2013 and lowest in 2016.	PMP	
	We are stretched financially.	Dir Forum notes.	Morale is an issue.
	We have a high number of students receiving financial aid	Comp Benchmarking	
	Corporate, foundation, and alumni giving (among other groups) is up for higher ed institutions. Last year, \$43.6 billion was given to higher education – up by about 15%. Over the last decade, donations to higher ed have increased.	Giving USA	
Infrastructure	Facilities and food on campus at York. These represent two especially low areas of ratings. Ratings are dropping.	Rate My Professor	
	Facilities – from food service to bathrooms – need drastic interventions.	COACHE	Is this data too old? Need new COACHE data.
	Facilities utilization – other schools in CUNY are looking at opportunities to share resources across colleges (e.g., printing, spaces, technologies).	CUNY Master Plan	

	We've experienced significant growth, particularly of degree programs. But resources aren't growing. We're stretched.	Dir Forum notes	Morale is an issue.
Other	75% of our students are 25 and younger.	Comp Benchmarking	
	2/3 of our students are students of color/Hispanic.	Comp Benchmarking	

THEMES/IMPLICATIONS SYNTHESIS

Then Committee members considered – *what themes/implications appear to be emerging from the data?*

Discussion focused on the following:

- The need to discuss York’s identity, including questions such as:
 - Who are we as a college, what’s our role in CUNY, and what are the needs of our student population (and the related question – should we admit all students given limited resources)?
 - Then also – how do we support organizational capacity building in this time after York has experienced tremendous programmatic growth?
- Consider additional data mining to inform the identity conversation and strategic planning goal setting. Top areas to consider:
 - Academic preparedness data – comparative analysis of academic preparedness of York students
 - Retention data – why are York students leaving and where are they going
 - Satisfaction data – trend analysis including more recent surveys (COACHE, etc.)
 - Additional Clearinghouse data
 - Additional data coming in from the York SP forums and survey – can OIESP help with that analysis?

NEXT STEPS AND IDEAS FOR NEXT MEETING

During the course of the meeting, the following next steps were identified:

- Anna to produce notes from this meeting and our next meeting agenda with the President.
- President – connect Anna to Lori in OIESP to discuss how to continue to support the strategic planning process with relevant data and analysis.

Ideas for our next meeting agenda include:

- Provide updates on campus engagement and high-level observations from the forum convenings and survey.
- Consider additional data that can help with strategic decision-making (Anna work with OIESP to prepare).
- Discuss identity issues that impact the strategic direction of the College.
- Begin to identify top themes for strategic action – with the goal of drafting goals, priority activities, and outcomes before we break for the summer. In the fall, we’ll finalize a draft of those and share them back with the campus community for input.

York College Strategic Planning 2020-25

Guidelines to Facilitate a Planning Focus Group

Key messages to convey:

- York College's 2010-20 strategic plan is coming to a close. The College has embarked on the development of a next 5-year strategic plan (2020-25).
- A Strategic Planning Committee has been created to guide the process. Committee members all agree: hearing from diverse campus perspectives should drive planning at the outset. Especially since planning drives resource allocation, which affects us all.
- The Committee is creating a number of ways to participate in person and electronically – interactive campus forums, surveys, a website where students, faculty and staff can post comments to name the top examples.
- They've also invited anyone on campus who feels additional perspectives are needed to facilitate focus groups. [If you'd like to facilitate one yourself write to yorkstrategic@york.cuny.edu for more information.]
- I felt today's group needed to come together and share its unique perspective because (share your reason).
- This is a confidential space – I'll take notes and share themes but with no individual attribution.
- Thank you for joining in! And if you feel you've got more you'd like to say after we're done, complete the survey (it's coming).
- Any questions about the process you can direct to yorkstrategic@york.cuny.edu
- Thank everyone for participating.

Questions to ask:

1. What top accomplishments did YC achieve with the last plan (2010-20)?
2. What do you think are YC's current strengths and challenges? (For example: what facilitates or gets in the way of student success, faculty/staff/administrator excellence, and strong programs/operations?)
3. Given this, what top 5 major activities should YC prioritize for the next 5 years?

Guidelines for notetaking:

- Gather themes in constructive ways (e.g., if comments are negative aggregate as much as possible in actionable ways that address challenges/solve problems)
- No individual attribution (no calling out individuals by name/title)
- Your notes will be posted – your version will go to the Committee, public notes will be reviewed by our Strategic Planning Consultant before posting (to make sure language is constructive, non-attributed)

General guidelines for facilitation:

- Set an interactive and positive tone – if comments are negative, help identify what can be done
- Serve as neutral convenor
- Remind them their comments are confidential – if they want to share individually/anonymously fill out the survey.
- Reminder groups notes from all focus groups/forums will be posted on the YC SP webpage and to go to the Committee – for consideration as the Committee pulls together the initial plan framework

Deadlines for all focus group notes to be completed: Tuesday April 30! Send notes to yorkstrategic@york.cuny.edu