

**York College Strategic Planning  
Faculty Chairs Forum April 4, 2019 - NOTES**

**1. What top accomplishments did YC achieve with the last plan (2010-20) – by breakout table?**

<b>Accomplishments Notes by Breakout Table</b>	
1	<ul style="list-style-type: none"> <li>• New academic programs, MAs in Health Sciences, Nursing, Social Work and Aviation</li> <li>• Some improvements to facilities</li> </ul>
2	<ul style="list-style-type: none"> <li>• While not where it should be, graduation rates improved</li> <li>• While not where it should be, York’s image has improved so we attract more high quality faculty</li> <li>• New graduate programs and majors</li> <li>• Improved spaces (more smart rooms/benches and library spaces) for instruction and to promote student interaction</li> <li>• More opportunities for undergraduate research</li> <li>• Improved advisement (more work needed)</li> <li>• Improved budget transparency (more work needed)</li> </ul>
3	<ul style="list-style-type: none"> <li>• New Masters programs</li> <li>• Undergraduate research has become visible and has been sustained</li> <li>• Progress on “awareness and transparency of student services”</li> <li>• Systematization of assessment structures and processes</li> </ul>

**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?)**

	<b>Strengths (by breakout table)</b>	<b>Challenges/Weaknesses (by breakout table)</b>
1		<ul style="list-style-type: none"> <li>• Lack of money for tutoring/for hiring instructors</li> <li>• YC is bureaucratic – top heavy/not enough instructors and professors</li> <li>• Class cancellations happening too early/high student/faculty ratio</li> <li>• Low retention and graduation rates</li> <li>• No supplies</li> <li>• Dilapidated facilities – dirty/non-functioning/unhealthy</li> </ul>
2	<ul style="list-style-type: none"> <li>• There are hard-working, interested people who are able to improvise and accomplish things with little to no resources and facilities</li> </ul>	<ul style="list-style-type: none"> <li>• There is a lack of funding/resources are overstretched</li> <li>• Grants office needs to grow/need support for faculty</li> </ul>
3	<ul style="list-style-type: none"> <li>• Faculty (FT and PT) commitment to York’s students and their success</li> </ul>	<ul style="list-style-type: none"> <li>• Tension between enrollment growth and space</li> <li>• Uneven or missing faculty and staff development and professional support and training</li> <li>• New programs mean existing resources are overstretched</li> <li>• Celebrating faculty and staff attrition for meeting budget goals and not maintaining faculty and staff levels in all units</li> <li>• Unattractive, poorly maintained teaching environment</li> <li>• Developing quality learning experiences for online and hybrid courses</li> </ul>

**3. Given this, what top 5 major activities should YC prioritize for the next five years?**

<b>Top 5 Major Activities for YC to Prioritize 2020-25 (by breakout table)</b>	
1	<ol style="list-style-type: none"> <li>1. More certifications and MA programs</li> <li>2. Hiring more full-time faculty</li> <li>3. Invest in career services for the students</li> <li>4. Give chairpersons the power to make decisions about the number of class sections</li> <li>5. Develop external sources of funding</li> </ol>
2	<ol style="list-style-type: none"> <li>1. Fundraising – need to grow our endowment/target alumni/look to sustained efforts at obtaining alumni to donate yearly even if small amounts; build and grow our office of advancement</li> <li>2. Support faculty in pedagogy aimed at meeting the needs of a changing student body (i.e., more traditional aged students)</li> <li>3. Grants – need more support for faculty around grants (obtaining and administering); need to grow the grants office</li> <li>4. We need to reward/congratulate faculty and staff for work well done</li> </ol>
3	<ol style="list-style-type: none"> <li>1. Continue systematic maintenance and upgrade of facilities with refurbishment of classrooms and bathrooms as priorities</li> <li>2. Grow full-time faculty in ALL programs (consult top bullet point of vision statement – re: liberal arts programs)</li> <li>3. Continue and increase efforts towards transparency in all processes</li> <li>4. Intentional approach to faculty and staff development, build strategic redundancy in administrative offices</li> </ol>

**4. Large group discussion – highlighting additional observations/things to prioritize.**

- York is experiencing growth challenges with the proliferation of programs and enrollment increases – we’re stretching resources
- Conflict exists between administration goals and success and what faculty see as success
- Administrative offices don’t function in support of teaching – connections with mission and vision, and with the academic part at the center haven’t been enacted in day to day operations
- Lots of siloed administrative work occurs – if individuals become ill everything stops – we need to develop systems and structures
- We need to change teaching to become more in support of new student needs – professional development can help
- We need to value individual service and stepping up – people being asked to do more with less
- We have some fundamental questions we need to consider in the planning process:
  - How do we help students gain momentum but balance their work with other issues they face in their lives (so they don’t suffer with the workload)?
  - How do we decide the right thing for all our students – for example, when is it okay to graduate in 5 years?
  - Overall, how do we support the students we admit – and not admit those we can’t support, especially with increases in class sizes?