York College Strategic Planning
Directors Forum March 13, 2019 - NOTES

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

	Accomplishments Notes by Breakout Table
1	- Brought new programs (PA; PharmSci; Social Work; Nursing) - Increase full time faculty and staffing in many areas/services - Giving students access through technology to view CUNYFIrst and YC websites. Forms are viewable/printable. Can pay onlin.
2	- Continuity of leadership - Enhancing technology - College secured MS programs, e.g., PA, Social Work - We have more full time faculty than 2007 - We improved our enrollment – up 32% - We are getting more young students - We are bringing more prepared HS students – our HS average improved by approximately 4 percentage points - Physical plant improved
3	- Student clubs and programs reach beyond the campus - Nursing; Masters OT; Aviation; PA; Social Work - Have achieved transparency (with) student support services - Intentional effort to embed assessment in all education and administrative support units - Smart classrooms; tech backbone upgraded; high-end educational tech has been implemented - York still needs to improve on destination arts
4	- Addition of majors and graduate programs - Expansion of library and study areas - New computers - Development of the FYE program - More vocal SGA - Health Science profession really soared
5	- Expanded experiential learning beyond the classroom - New graduate programs - Develop and implement an intentional, mandatory first year experience (new student orientation, convocations, week of welcome) - Implemented standardized operational procedures (budget guidelines of procedures, VCC) - Addressing ADA Compliance, smart classrooms, software updates
6	- Identify and create new majors and graduate/professional programs (Goal 1, Initiative 3) - Upgrade the technological infrastructure to enhance faculty/administrative productivity (5.2) - Construct and configure campus spaces that enable interactive learning (5.1) - Expand experiential learning beyond the classroom (1.2) - Promote York College as a destination for the arts (5.4)
7	- Assessment - Facilities/furniture improvements – including to facilitate student success - Expand program matriculation opportunities - Customer service - Creation of schools

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?

	Strengths (by breakout table)	Challenges (by breakout table)
1	• Professional programs – new • Our size allows administration to be more accessible; approachable; responsive (doesn't always happen in larger settings)	• Communication – promoting what we do and offer • Branding/marketing issues • Budgetary issues
2	• Better prepared students • More full time faculty • More comprehensive FYE • More enrollment • Continuity of leadership	• Dwindling financial resources • Student retention and graduation • Communication • Morale • Inclusion • Low yield rate – applied, admitted, enrolled • Customer service
3	• Diversity – all categories • Growing sports program • Geography (location) • Growing degree granting programs • Human capital	(some of these are the flip side of strengths) • Growth • No diverse source of revenue • Safety risk (of location) • Geography – location • Age of facilities • Raising revenues for specific facilities • Staff training (budget) • Continuing education
4	• Better choices in majors • Introduction of STEM workshops • More diverse student body • Theater department/arts programs	• No modern classrooms • Lack of funding • Providing adequate support for the health professions • Space • Faculty/support staff (lacking)
5	• Diversity • Rich institutional history and strong community • Strong academic programs • Engaged President	• Facility upkeep/space • Offices working in silos • Lack of transparency • Budget • Lack of professional development (faculty and staff) • Customer service • Retention
6	• Dedicated staff and faculty • Vibrant up and coming community around us	• Visibility of York's student initiatives • Lack of financial resources (human and otherwise) • Lack cohesion/holistic approach to business – too much fragmentation • Better promotion of achievements across the college
7	• Great location • New advisement model* • Technology improvements • Community support e.g., tax, VITA program*	• Low emotional intelligence • Culture of silos – comradery and issue • Limited funding, space and people • Hostile work environment • Support staff to address student challenges • Lack of school spirit

* wasn't clear in notes if this was meant to be a strength or challenge

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

	Top 5 Major Activities for YC to Prioritize 2020-25 (by breakout table)
1	1. Increase grant writing opportunities for faculty and staff 2. Increase donations 3. Expand graduate programs 4. Refurbish PAC to rent out 5. Improve student engagement
2	1. Customer service 2. Retention 3. Graduation 4. Academic scheduling 5. More financial resources and grants 6. Make York more an anchor institution for Queens community 7. Assessment
3	1. Raising money (institutional advancement) 2. Creating a sustainable stream of revenue 3. Assuring that facilities supports all future and current programs and growth 4. Aligning faculty and staff with needs of the college to assure we achieve our student learning and institutional learning outcomes (SLO-ILO) 5. Promote and provide resources needed for faculty/staff/students to participate in productive research
4	1. Graduation rate increase 2. Strengthen academic support programs 3. Improve customer service 4. Clean campus environment 5. Cross training between offices
5	1. Customer service 2. Facilities 3. Behind the times in technology (e.g., online courses) 4. Retention – students and staff 5. Professional development of faculty/staff and addressing needs
6	1. Develop an integrated communication plan with follow-up 2. Identify additional revenue generating streams 3. Re-evaluate resource allocation with transparency
7	1. Fundraising 2. Improve retention and graduation rates 3. Community partnerships 4. Student-centered institution/model 5. Student engagement 6. Physical appearance 7. Developing a year identity – school spirit 8. Improving institutional culture to sustain positive change and growth

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

- We need to take a closer look at/evaluation of support staff based on growing focus on student success. This needs to connect with resource allocation.
- Let's look at the role of York College in the community – to become an anchor in community – to connect our students to community but also alumni and York itself better.
- Improve institutional culture to sustain positive change and growth.
- York College identity and school spirit – need to grow that.
- Accountability and follow through on projects/initiatives we start – we need to finish
- Improve our standing in CUNY – our numbers and our image
- Filling in our definition of student success beyond retention and graduation – what do students think of success?