



STRATEGIC PLANNING COUNCIL

Thursday, March 26, 2015
Grant Campus
Captree Commons, Room 114

MINUTES

In attendance:

Dr. Christopher Adams	Myung-Chul Kim	Dr. Lanette Raymond
Mary Lou Araneo	Theodore Koukounas	Gary Ris
Dr. Paul Beaudin	Dr. Dorothy Laffin	Raymond Roses
Joanne Braxton	Nina Leonhardt	Dr. Christopher Shults
Dr. Audrey DeLong	John Lombardo	Gail Vizzini
Dr. Maria DeLongoria	Elisa Mancuso	Carol Wickliffe-Campbell
Dr. Janet Haff	Dr. Jeffrey Pedersen	Dr. Helen Wittmann
Dr. James Keane		

Theodore Koukounas began the meeting at 3:50pm by welcoming the membership. He then introduced and welcomed Dr. Paul Beaudin as a new member of the College and the Strategic Planning Council. Mr. Koukounas moved to approve the minutes from October 9, 2014. Dr. Helen Wittmann offered a few tiny grammatical edits and then asked about the minutes from April 3, 2014, which were not available at the last meeting. Mr. Koukounas will have those minutes sent out. He then discussed working on cleaning up the reporting templates and participation by this committee to try and identify some key performance indicators.

Dr. Christopher Shults gave a brief update on operational planning and the annual Institutional Effectiveness Report. 2013-14 was the first time that we had an operational plan. It was incredibly long; there were about 150-160 total actions in it. He discussed achieving our Measurable Institutional Objectives and using key performance indicators. For each of the Measurable Institutional Objectives in the Institutional Effectiveness Report there are little dashboards with indicators about progress toward achievement of the Key Performance Indicators.

Dr. Shults discussed the new template for 2014-15 and showed the one Troy Tucker in Mary Lou's area did as an example. On top of the document, identify which Measurable Institutional Objective the proposed plan will connect to. Based on the way the template is set up you can write in the value of the plan and your progress as you go. Every time you go into the document and make changes, the date at the top automatically updates so you're always saving the most recent version. He discussed

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the key performance indicator scorecard; there is one for every Measurable Institutional Objective. The SPC will be very important in ensuring that these are the Key Performance Indicators that we want. If the circle on the dashboard is completely filled, that means we have either met or exceeded. An empty circle means that we have either made no progress or we're not achieving, not meeting or not approaching. The middle could be either no progress or moving towards achievement. Wording of the actual Key Performance Indicator is important. The more we get into numbers as targets, the easier it is to track.

Mr. Koukounas asked if the templates will be available on the desktop. Dr. Shults said that he was working with IT to build a shared database and explained how that would work. Ray Roses asked if Institutional Research was inputting the data and Dr. Shults explained it was the VPs and the individuals doing the plans who input the data. Mr. Roses asked if we were still doing a gap analysis. Dr. Shults advised that we never went through a gap analysis or development of a balanced scorecard but we are moving in a different direction now.

Mr. Koukounas encouraged everyone to go through the form and advise Dr. Shults of any issues or suggestions. He thanked Dr. Shults and said it is a tremendous improvement over what we had less than six months ago. Dr. Shults thanked everyone for their efforts. Our strategic plan was approved in May 2013 and we are already into our second operational cycle. There is still a lot to go but a lot of work has been done and now we are getting into value added work instead of just remediation of problems.

Dr. Jeffrey Pedersen discussed metrics used in Community Colleges; what fits us and what doesn't. He explained what the Voluntary Framework for Accountability is and why President McKay asked us to join. Dr. Pedersen explained what the Integrated Postsecondary Education Data System (IPEDS) is and how their data sets were established for 4-year schools. An example is graduation rates being based on 150% of time; six years for 4-year school and three years for community college. That doesn't really fit a community college.

Dr. Pedersen gave a PowerPoint presentation that provided information comparing us to Stony Brook University, which is our closest 4-year school and one that a lot of our students transfer to, to show how very different we are. There is a huge disparity between us yet we are using the same metrics. Often people only look at certain statistics which don't really tell our story well. Many of our students are part time or older students who are success stories but don't get included in the statistics we hand out. Over 50% of our students are actually successful in what they wanted to achieve here but that is a number nobody talks about.

Dr. Pedersen spoke about the variety of students who seek a degree with us and how their success is measured. He used his experience with the Culinary department as an example. He interviewed 200 students to gather data on what was perceived as retention issues. A huge number never intended to get a degree or transfer anywhere; they were only there to take a course or two for career advancement. The Feds consider them unsuccessful but these students were getting what they came for so that makes them successful. Joanne Braxton spoke about questions SUNY requires us to ask and report back to them pertaining to why students come to our institution. She suggested that is a metric with information we can look at to determine student success. Gary Ris suggested putting that type of information on our website someplace. Mr. Roses said a number of students in his courses fall into the same category as the Culinary students; they are only there for competency or career advancement.

Dr. Pedersen discussed the Factbook that the Institutional Research Department is working on. He distributed information from the Economic Impact Study Report that was recently done and advised that President McKay is using this to advocate for increased funding.

Dr. Shults explained what a dashboard is and how it's used to give a great deal of information in a small space; sometimes in real-time. Dashboard only works with a definitive goal. Dr. Shults discussed progress on Institutional Goals. He thanked Jim Lagonegro and Kathy Massimo for the work they did on creating the dashboards. Dr. Wittmann asked if the dashboards will be on our desktops. Dr. Shults advised that when they are finally integrated, they will be on the desktops. Mr. Ris advised that he believes idashboards has limited licenses.

Dr. Pedersen spoke about Measurable Institutional Objectives and Key Performance Indicators. We want to look toward Key Performance Indicators instead of asking the Board of Trustees to change the Measurable Institutional Objectives that were developed. Key Performance Indicators are several different metrics we can use in each area to evaluate where we are at. Dr. Pedersen said we are looking for good Key Performance Indicators for the various areas. Dr. Dorothy Laffin spoke about the Call Center on the Eastern Campus and how it ties into Institutional Goal 5: Communication. Dr. Pedersen said we should be looking for several metrics for each Institutional Goal instead of relying on one or two metrics. Dr. Shults spoke about Clear Communication Index that the CDC created to determine if communication is successful.

Mr. Koukounas spoke about new tasks. He would like to identify people interested in working in subgroups to look at the different Measureable Institutional Objectives right now and Key Performance Indicators associated with them and make recommendations.

Dr. Pedersen asked the membership to look at the Institutional Effectiveness Report that was sent out. Dr. Janet Haff said she looked at the Executive Summary and saw the phrase "closing the loop" under AES assessment which confused her because she thought Middle States was trying to move away from that term. She was looking for clarification on that. Dr. Shults said that they were but that this report was from last year. Dr. Pedersen said Middle States is starting to use the language Administration, Educational and Student Support Units instead but we will still refer to it as AES.

Dr. Shults discussed the 2014-2015 Operational Plan and that the SPC should review that document for recommendations and improvement so we can show Middle States that we have a culture of assessment and planning.

Discussion was had about moving the next meeting from the Eastern Campus to the Grant Campus to accommodate those who would like to attend Gary Campbell's retirement party. Mr. Ris suggested using the Distance Education rooms for future meetings so people don't have to travel. Dr. Pedersen asked if people were interested in that option and several people did express interest. We will work on arranging that in the future.

With nothing further to discuss, Dr. Pedersen adjourned the meeting at 5:01pm.