# STRATEGIC PLANNING COUNCIL

Thursday, April 6, 2017

Ammerman Campus
William J. Lindsay Life Sciences Building, Room 114

## MINUTES

*In attendance:*

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| Kathleen A. Ayers-Lanzillotta | Dr. Janet Haff | Matthew Okerblom |
| Laurey Buckley | Myung-Chul Kim | Dr. Jeffrey M. Pedersen |
| Dr. Caroline Burns | Theodore Koukounas | Raymond Roses |
| Dr. Marc Fellenz | Ben Laudicina | Gail Vizzini |
| Michael Forte | Wes Lundburg | Dr. Catherine Wynne |

Dr. Jeffrey Pedersen began the meeting at 3:51pm by giving a brief welcome.

Professor Theodore Koukounas welcomed the membership and thanked Melissa Lauricella for keeping the minutes. He then moved to approve the minutes from the last meeting on November 17, 2016. A vote was taken and the minutes were approved as written.

Dr. Pedersen gave an Operational Planning update:

- Explained the importance of the CAPIE and how changes were made based on suggestions from the Middle States Commission on Higher Education (MSCHE). The CAPIE mandates that we have an Operational Plan. The Operational Planning process guides us in achieving our mission and goals.
- The Operational Plan is put out in October and is updated in January, after the first semester, and in June after the second semester. A final report is done in August, after the end of the fiscal year. This shows the MSCHE that our planning is deliberate and thoughtful on how we achieve our goals.
- Reviewed the process to create our next Strategic Plan, which will begin in Fall 2018. The current Strategic Plan ends in 2020 so we must have a new one ready before then. Our current Strategic Plan was put together quickly but because we are starting the process early, we will have time to review the metrics to better inform our next Strategic Plan.
- Reviewed how our six Institutional Goals were established in the last Strategic Planning process and how our Operational Plan is used to achieve those goals.

- Discussed the seven Achieving the Dream (AtD) capacities and Middle States standards and how they are addressed in our Operational Plan. Also included was SUNY Excels and how our President's Goals connect to the Institutional Goals.

Dr. Pedersen gave an Institutional Effectiveness Report update:

- Reviewed the 2015-2016 Institutional Effectiveness Report and explained that it comes out the January after the end of the fiscal year. In this instance, the report was issued in January 2017. This allows us to report important information that is collected after the academic/fiscal year is over.
- Discussed the key performance indicators and measurable institutional objectives.
- There was a question about what courses are considered gateway courses and who decided that. They were established by the Title III grant committee and are courses that start a pathway into other courses in the same discipline. Examples are developmental courses and ENG101, etc.
- Dual enrollment is the Excelsior Program and the Early College Program. This data helps with full time enrollment and encourages students to attend SCCC. Our 150% time of graduation rate is up to 24%. Reduced the number of students being placed into developmental courses.

Vice President Gail Vizzini gave a Budget Process update:
How do we pay for these objectives?

- The Office of Business and Finance is now projecting for the 2017-2018 budget. This includes:
    - Salaries
    - Benefits
    - Operational expenses for additional Buildings (Learning Resource Center at Grant, Health and Wellness at the Eastern Campus)
    - Expected FTE's (we are still doing well)
    - Money from the County
        - For many years this has been flat, but they cannot give us less and in recent years we have received increases of between 2 and 2.5 percent.
    - We have raised tuition by $200.00 for this AY, $180.00 the previous AY
    - There is a "Rainy Day Fund" for our reserves which Middles States wants us to keep at 10-15% but we have been dipping into it a little bit.
- There will be a call letter going out for budget requests with parameters:
    - No growth budget
    - May be able to reallocate funds
    - An Assessment Rubric used for additional fund requests
- The difference between the projections for expenses and the monies we expect creates a budget gap. Final numbers are then brought to the BOT so decisions can be made about tuition and budget approval.
- Vice President Vizzini also discussed the fact that Finance also assesses the budgets and has found that about 85% of budget allocation can be linked to data-driven decisions.

- Professor Gardner asked that if enrollment projections are down is there anything we are doing?
- Information shared about the Colleges efforts:
  - to bring in different cohorts of students
  - targeting different markets
  - workforce development
  - Working with the Foundation to have donors look at different student populations such as needs based scholarships.
  - Working in Albany on advocacy.
  - Other points were that the Operational Plan is one plan, the college also has:
    - An Enrollment Plan
    - A Student Engagement Plan
    - There will be a new technology plan, etc.

Professor Koukounas gave the MSCHE Standard I update:

- So far there has been interesting work done on Mission and Goals.
- A survey was conducted with over 400 responses.
- The committee looked for trends and did find several, but he wanted to wait for the committee to make their report before saying anything to the group.
- There are also surveys going to external groups and students.

Professor Leslie Buck MSCHE gave a Standard VI update:

- The group has begun writing the Draft.
- There will be a meeting on November 18, 2016.
- Dr. Lauren Tacke-Cushing will be in attendance to answer questions.
- Professor Buck also reminded the SPC that group members may be reaching out for further information.

Dr. Pedersen spoke about the Institutional Effectiveness Report:

- The Institutional Effectiveness Report will be coming out in December or January
- Dr. Pedersen showed some information that was in last year's report and discussed that it was a narrative of the different measures and KPI's.
  - Professor Koukounas suggested that there might be a better way graphically of telling the story; he would also like to see more specifics on the numbers.

Professor Koukounas and Dr. Marc Fellenz addressed the Student Success KPI's:

- Professor Koukounas reminded the committee that the work began almost a year ago; when we asked if the KPI's we have stated are appropriate.
  - They collected recommendations
  - Shared with governance
  - Gathering information from campus community
- What are the actual metrics we will use?
- Dr. Pedersen has shown him the Loss of Momentum matrix from Achieving the Dream and he really thought it was a good idea (Dr. Pedersen put the matrix on the screen so the committee could see it).
  - It was one process that covered multiple ideas.
  - This matrix could be used to help us conceptualize.
- Dr. Fellenz then followed up with a discussion on the types of data we look at now:
  - FTFT
  - VFA

    - The matrix would give us a better framework
        - Developmental Students
        - Completion / Transition
        - 6 year persistence
        - Etc.
- Dr. Pedersen said we begin by finishing up the KPI's and then we can begin benchmarking. We could then really know what is reasonable when we develop our next strategic plan.
- Dr. Pedersen then thanked the committee for all of their hard work.

Dr. Pedersen briefly spoke about Achieving the Dream:

- Displayed the Institutional Capacities Assessment tool:
    - The tool shows that the college is falling in the level of 3 which is good, but we can still be better.
    - He will share the report with the SPC for review with more explanation.

Dr. Pedersen reminded the committee that our next meeting will be JPAC in December. He then asked if there were any questions, comments or concerns. There being none, the meeting was adjourned at 5:04pm.