

# Strategic Planning

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A Strategic Planning Town Hall event for Faculty and Staff was held on Wednesday, October 15<sup>th</sup>. Provost Trevisan welcomed those in attendance and expressed his gratitude to all faculty and staff who have given their time to this important initiative. He particularly thanked the deans of each school and division who worked throughout the summer in the latest effort to synthesize the prior work of the committees, student focus groups, and feedback from the campus community to move the strategic plan forward. Following are notes from the presentation and the discussion that followed:

- Our strategic plan will span the next eight years leading up to City College's 175<sup>th</sup> milestone year in 2022. It will be comprised of two documents:
  - Framework:** a public document that brings together our dreams and aspirations for the future in broad terms. The latest draft has been distributed to faculty and staff; the Provost is grateful for the continuing thoughtful feedback.
  - Implementation Plan:** the manual of operations, for internal use by faculty and staff, prioritizing specific goals, tasks, measurement and accountability. Criteria such as degree of complexity, cost, timeline to achieve, and projected revenue will help inform the prioritization of goals.
- What distinguishes City College from all public institutions of higher education in NYC is our comprehensive nature, spanning excellence in the humanities, liberal arts, sciences, professional schools and graduate degree programs.
- There are 7 themes identified for our strategic plan: student success; research, scholarship and creativity; academic initiatives; financial model; diversity; people; and campus planning. One of the next steps is to categorize, distill and prioritize the over 135 recommendations received from the campus under these themes into measurable goals.
- Agreed that the ethos and value of a liberal arts education must be clearly expressed in the framework document.
- Research funding has doubled since 2000. While the national trend in research revenue is down, there is room in our vision to be optimistic given our track record. To avoid focusing on a fixed time period, it was decided to remove the sentence regarding specific funding from the Framework document completely.
- There needs to be discussion around how to maintain and implement interdisciplinary education, especially when funding is being decentralized.
- The College is already at work addressing some of the issues raised in the process, such as budget transparency and the refurbishment of classroom space, with over 40 classrooms renovated over the summer.
- The strategic plan should properly be part of the Faculty Senate meetings; the Provost looks forward to discussing planning at the Senate meetings as well.
- The draft framework should foreground exciting ideas and form a coherent vision and ambition for our future, such as: The College will develop the culture of a learning community, investing in faculty research, interdisciplinary research and teaching, and a physical plant that supports intellectual connections and achievement.

**The next faculty and staff Strategic Plan Town Hall discussion is planned for November 11, 2014 at 12:45 p.m. in NAC 0/201.**