

February 6, 2013

Dear City College Community:

President Coico announced yesterday the launch of a comprehensive strategic planning initiative for CCNY and asked that I share with you the details of the planning process.

First and foremost, we are committed to ensuring that the process is highly collaborative, transparent and inclusive, and that it be built by our faculty, staff and students. We have developed a planning process to insure meaningful and extensive engagement and involvement of our campus community. A Steering Committee made up of key internal and external University stakeholders will be formed to help support CCNY in its plan and our vision and a Senior Leadership Advisory Committee consisting of our campus senior leaders will be assembled to provide critical guidance and support.

Our strategic planning effort will focus on four key areas that will define a path forward for CCNY. Each of these four areas will be supported and guided by planning committees comprised of a broad and diverse cross section of our campus community.

- An Academic Prosperity Committee will help to engage the campus in a collaborative academic planning effort, and will help to shape our academic vision and define the context and role of research for CCNY.
- A Student Success Committee will look at how we support students through our services and programs, with an aim toward enhancing student outcomes and performance.
- A Financial Health Committee will work to identify strategies to improve financial stability and growth for CCNY in support of our mission through identifying new revenue streams and devising plans for optimizing efficiency and excellence in our administrative and academic support efforts.
- A Culture of Excellence Committee will examine our current culture, and help to devise plans to enhance our CCNY culture that is aligned to our overall strategic plan, and our vision and mission.

The strategic planning process will utilize a three phase methodology and approach.

- The first phase, "Where We Are Today" will assess and examine the current strengths, weaknesses, opportunities and threats of our academic enterprise, student success, financial health, and culture.
- The second phase, "Where We Want To Be" will focus on designing plans to identify a clear and articulate vision and plan and enhancing excellence of our academic, research, student, financial and cultural efforts for the future.

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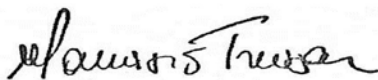
- The final phase, "How We Will Get There" will include the development of a detailed roadmap for implementation of the plans that are developed. The result of this effort will be a dynamic plan for our future, supported by specific strategies, tactics, goals, milestones, timelines, and measures for success.

In order to assist us with this large scale planning process, the campus has engaged the assistance of an external resource, Excelcor, a nationally recognized higher education professional firm. Excelcor has a solid background and understanding of higher education, and has worked with universities like SUNY at Buffalo, the University of Louisville, and a number of University of California schools with very similar strategic planning initiatives. In addition, Excelcor led the comprehensive strategic planning effort for the Sophie Davis School of Biomedical Education and has a good understanding and appreciation of CCNY's unique history, mission, and culture.

In the next few days we will announce the composition of the four committees, and formally launch the strategic planning effort. During the months of February and March, we will begin work on the first phase of the planning effort with each committee assessing the current strengths and weaknesses in each of the four areas referenced above. In April and May the committees will move to the second phase and develop a comprehensive framework and plan for each area of focus. From June through September, these plans will be shared with the campus community, and we will seek broad based input from faculty, staff and students across the campus, and move into the third phase. In the fall semester, plans for each of the four areas will be finalized, and we hope to begin implementing new ideas and strategies in the spring of 2014.

The President and I are committed to a process that is transparent and will communicate regularly about our progress and the activities of the committees. We will also be looking for your input and will have numerous opportunities for you to provide your thoughts, ideas, and suggestions about the future of our University.

I look forward to launching this exciting effort and leading the campus through this important journey and chapter in CCNY's history.



Maurizio Trevisan
Interim Provost