



STRATEGIC PLANNING COUNCIL

Wednesday, November 6, 2019

Ammerman Campus
William J. Lindsay Life Sciences Building, Room 113

MINUTES

In attendance:

Dr. Christopher Adams
Shady Azzam-Gomez
Dr. Paul Beaudin
Dr. Caroline Burns
Thomas Flesher
Michael Forte
Dr. Janet Haff
Dr. Camille Karlson

Dr. James Keane
Theodore Koukounas
Daniel Linker
Amy Mueller-Seal
Dr. Patty Munsch-Eilbeck
Isaac Oddoye
Dr. Jeffrey Pedersen
Louis Petrizzo

Dr. Mary Reese
Dr. Irene Rios
Raymond Roses
David Schneider
Christina Vargas
Carol Wickliffe-Campbell
Dr. Helen Wittmann
Joshua Wolfson

In attendance via phone:

MaryLou Araneo
Joanne Braxton

Lisa Calla
Arlene Jackson

Denny Teason

Professor Theodore Koukounas began the meeting at 3:52pm:

- Welcomed the membership to the meeting and acknowledged the members who were able to attend by phone.
- Dr. James Keane will be leaving SCCC for an opportunity in Massachusetts. He was thanked for his dedication, service and collegiality to both the SPC and College.
- The minutes from the last meeting on September 12, 2019, were accepted pending two changes.

Dr. Jeffrey Pedersen gave a brief review of the 2018-2019 Operational Plan Summary Report:

- Three times each year a progress report is completed – after the fall semester, after the spring semester and a final report at the end of the academic/fiscal year.

Suffolk County Community College promotes intellectual discovery, physical development, social and ethical awareness, and economic opportunities for all through education that transforms lives, builds communities and improves society.

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- As of August 2019, out of the 67 initiatives submitted at the start of the academic/fiscal year, 44 were completed, 16 were still in progress, 1 was modified, 1 was dropped and 4 had no updates given.
- Operational Planning is used in accreditation and compliance initiatives. When Middle States comes in we have six years' worth of operational planning to show them.

Professor Koukounas gave a brief review of the 2019-2020 Operational Plan:

- A new streamlined format for the Operational Plan has been implemented that will hopefully provide clarity.
- 79 Action Items/Initiatives have been presented.

Dr. Pedersen discussed Current Practices in Strategic Planning:

- A strategic plan, mission, vision, goals, etc. is not a marketing document. Its purpose is to guide planning and is a compliance document for accreditation.
- Missions and visions have become broader, shorter and simpler; institutional objectives have become more comprehensive; and KPIs are developed
- When we were on warning with Middle States, our measurable institutional objectives were not actually measurable; many did not understand the function of metrics and key performance indicators. A lot of work has been done to inform people of what these are.
- Language used by compliance or accreditation agents can be helpful when used in describing our goals and objectives. The 2020-2027 Strategic Plan draft was crafted using this idea.
- When the 2020-2027 Strategic Plan draft goes to the KPI subcommittee, they will look at AtD and VFA metrics to see what are the best things to associate with our institutional objectives.
- Mission statements and strategic plans differ between institutions.
- Those supervising college departments must be a part of the process but not control it; departments must be held accountable.
- There needs to be a balance between what leadership sees as important and the expectations from our stakeholders.
- Addressing questions about faculty involvement: We have done many focus groups and a SWOT at Professional Development Day. Everyone will have a chance to provide feedback when the draft document is posted but first we need a draft document to present.
- Addressing questions about the timeline: We built in a good deal of leeway at the late stages of the process to provide time to meet the deadline to present to the Board of Trustees. Currently looking to present the project to the Board of Trustees in April for their vote in May but that due date can be pushed to May for a June vote. The Board doesn't meet in July so we can't push it back any further. Extra time has been built in to allow people to get involved in the final few months, knowing there would be delays.
- A lengthy article from the Society for College and University Planning was emailed discussing how strategic planning is practical and focused and very different than what it was 20-30 years ago.

Professor Koukounas spoke about the current Strategic Planning Process:

- A discussion board was created in Blackboard to allow the membership to provide input on the Strategic Plan draft but the coding document was not available until today.
- A truncated version of Executive Director Kaliah Greene's coding has been provided. The whole document is on the Blackboard community and the microsite.

- The subcommittee that reviewed the document took the most important and frequent comments. To validate this, a review was done using coding software but had to also be done manually because the software provided a more complex and richer document than anticipated.
- Due to the delay in receiving the coding document, additional time will be allowed to review the documents and comment on the discussion board. Going through the whole document, not the truncated version, should give the membership more insight and perhaps more recommendations will come of it.
- There was not a lot of activity in the discussion boards but Dr. Pedersen, Professor Koukounas and Executive Director Greene have all received phone calls and emails saying that people were afraid to post and want to do so anonymously. Everyone's opinions are important in this process and we don't want to minimize what anyone else feels or thinks.
- A concern about the process was brought up. It was thought that the process was the subcommittee over the summer was supposed to interpret the documents and funnel everything to Dr. Pedersen and create a master list of themes and interpretations with a second writing team being a part of this. Dr. Pedersen advised that a document needs to be created first for people to react to. This document was a summation of what was found and would be a starting point for what will be presented to the writing team, who will work on the language for the final document.
- The document says that mission and vision statements should be done first before moving on to objectives and goals but Dr. Pedersen mentioned that in a previous survey 98% of individuals thought the mission and vision was accurate. Dr. Pedersen advised that the survey was assessing what our values are. Values inform what we see as our mission and then vision
- The discussion board gives everyone an opportunity for more participation. We may also need to meet more frequently between now and when the document is approved to be presented to the Board of Trustees. It was also suggested in the discussion board about possibly extending the deadlines but that's not really up to us because the Board is expecting the document by a certain date.
- It was suggested that feedback on the discussion board was not considered. Asking for feedback on a drafted document is not the same as input, dialogue or conversations. Focus groups do not count as conversations. The process that created our current Strategic Plan was different and people were expecting the same type of process. It was suggested that we go to the Board of Trustees and ask for more time to allow for more conversation on an important document like the Strategic Plan.
- A reminder email will be sent that the discussion board is still open. Please read the feedback and participate.
- It was asked when the writing committee will begin their work and how comments and concerns can be sent to them. Dr. Pedersen advised to send comments and concerns to himself or Professor Koukounas so they can be incorporated into the master document. The master document is sent to the writing team to fashion it. Professor Koukounas advised that they can also be put on the discussion board where it will be collected and incorporated into the master document.
- The SPC is in charge of the strategic planning process and the draft document is a starting point. A group of members volunteered to review the documents and pull out what was important to create a document for review of the entire SPC. The group was open for any member to join. Suggestions will be incorporated and the document returned to the SPC for

review. Once it is approved by the SPC, the document will go to the writing committee to make it a cohesive document.

- It was pointed out that focus groups generate themes, not goals. Based on the predominant themes, goals were created before the coding was completed and with no widespread faculty input. It was suggested that the faculty be able to participate in creating goals and measurable institutional objectives. It was pointed out that over 400 faculty participated in the SWOT analysis at Professional Development day and what they wrote down was taken into consideration in the draft document. We have to have a draft document to share with the faculty before asking for their feedback on it.
- The membership should look at the full and truncated documents to create goals and then send that with goal language to faculty for their input. Values are just as important and we should solicit faculty input on that as well. A mass email, preferably from Dr. Paul Beaudin, should be sent to all faculty for their input on all of it. Dr. Beaudin advised that such an e-mail is the purview of faculty governance.
- It was asked about approaching the Board of Trustees and asking for more time on this. Dr. Pedersen advised that a lot of time was built into February and March, anticipating that most faculty are not around between the end of the fall semester and beginning of the spring semester. We can approach the Board for extra time if we need it but we won't know for a while so why ask now if we may not need it.
- The SPC needs to focus on deciding goals and values in the next two weeks so we can send a draft out to everyone and get their input.
- Discussion board posts can be made anonymously so Professor Koukounas will set that as an option for people to post anonymously if they so choose.

The next meeting will be announced soon. With no further business to discuss, the meeting was adjourned at 5:00pm.