



**STRATEGIC PLAN: 2021-2026**



# Town Hall Purpose

- Share the revised QC mission and newly created QC values
- Present the near final plan 5-year framework
- Introduce the plan implementation process

A few words on process...

# Working Groups

- **Curriculum**
- **Diversity, Equity, and Inclusion (DEI)**
- **Faculty Scholarship and Creativity**
- **Financial Sustainability**
- **Student Success and Student Life**

**72 members –  
co-chairs also serve on  
steering committee**

- Given questions as guides – free to identify other areas of concern

# Steering Committee

Deliver

Deliver revised mission and a five-year college-wide strategic plan – goals, strategies, suggested activities

Ensure

Ensure a quality process – transparent, engaged, evidence-based

Support

Support the development of the 1st year operational plan

**19 members**

5 Town Halls  
Hosted  
2020

hundreds  
participated

- Student Success and Student Life (Nov 30)
- Student Success and Student Life, and DEI (Dec 1)
- Curriculum and DEI (Dec 4)
- Fiscal Sustainability and Faculty Scholarship and Creativity (Dec 7)
- Open Forum for Students (Dec 10)

# Mission and Values

# Mission

The mission of Queens College is to prepare all students to serve as innovative leaders in a diverse world that they make more equitable and inclusive.

We do this by recognizing every student's potential and facilitating opportunities to achieve it. We guide students to determine their desired paths forward that are in service to the ways they define their community or communities. We prepare students as undergraduates and graduate students through rigorous academics and provide support so that all students are able to complete their courses of study and find the right path after graduation.

We take an aspirational yet practical approach to liberal arts and professional education: engaging students in learning, knowledge creation, and cocurricular activities that broaden their minds while giving them tangible skills to succeed in careers and life.



# Values

**Service and civic engagement.** “We Learn So That We May Serve” is our motto. We educate all students to live a life of service and civic engagement in their careers and communities. We seek to model that in the way we serve as faculty members, staff, administrators, and as an organization.

**Diversity, equity, and inclusion (DEI).** We affirm our college and society benefit when we consistently and intentionally strive to become more diverse, equitable, and inclusive in how we think, treat each other and function. See our working definitions for these terms (these can be found at the end of the plan draft).

**Well-rounded education.** We want our students to be curious, resilient and adaptable once they leave QC. At the undergraduate and graduate levels, no matter the major, we offer core skill development in key areas such as writing, math, and logic while also educating specialists. We encourage minors and interdisciplinary double majors. We recognize the more well-rounded the education we offer, the more career options, extra marketable skills and often higher pay our students will have. This enhances their abilities to make conditions better for their communities.

## Values

**Culture of mutual support.** When faculty, staff, alumni, and students work in unison around our shared interest for the advancement of all students, everyone thrives. That means we value systems and tools that enable us to collectively help students succeed. Building a culture where everyone works together to guide and support one another brings obvious benefits to students. Being connected to faculty, staff, and students encourages more alumni to feel part of the QC community. Faculty and staff also gain greater support and connections when they join in a network with students and alumni who see them as champions collaborating to change lives.

**Innovative leadership:** We view leadership as a mindset and practice, not a status or title. We practice leadership at the college and as members of many diverse communities with which QC and its students, faculty, and staff identify. We believe in changing notions of who can be a leader, from a select few to everyone. We recognize practicing leadership is a unique process for each individual and celebrate everyone's version of leadership.

**Connecting scholarship and creativity with the student experience.** At QC, we value the many contributions our great scholars and researchers make in the world. We recognize engaging in knowledge creation efforts makes faculty better teachers. Our unique approach connects back to students. By emphasizing student engagement in knowledge creation—in the classroom, in the lab, and in the community—we know students gain multiple benefits, from better learning outcomes to exposure to potential careers they might not otherwise experience.

**If you have comments...**

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# Plan Framework

# Curriculum: An integrated, interdisciplinary, experiential academic foundation

## **Four Strategies:**

1. Across disciplines, offer a unique QC learning experience to students based on QC's mission and values.
2. Offer a consistent Gen Ed program to students.
3. Transform Academic Program Review (APR), i.e. Self Studies, to serve as an engine for curricular review and improvement, framed within a DEI perspective.
4. Develop systems, structures and policies that facilitate change management and fundamentally improve curriculum, teaching, and interdisciplinary collaboration.

# DEI: A more diverse, equitable, and inclusive culture at QC

## **Five Strategies:**

1. Build DEI into our campus-wide policies, processes, and interactions.
2. Make infrastructure investments that demonstrate support for DEI.
3. Become a college and graduate school of choice for more Black students, and students with disabilities.
4. Close the retention and achievement gap for BIPOC students, students with disabilities, and economically disadvantaged undergraduate and graduate students.
5. Strengthen recruitment, retention, and support of BIPOC faculty, staff, and administrators, as well as faculty, staff, and administrators with disabilities.

# Faculty Scholarship & Creativity: Interconnected with teaching, learning, and student success

## Three Strategies:

1. Foster the conditions that allow faculty scholarship, creativity, and research to thrive and have an impact on teaching excellence, student learning, and student success.
2. Systematize the integration of scholarship, creativity, and research into curricular and pedagogical practice.
3. Engage undergraduate and graduate students in scholarship, creativity, and research.

# Fiscal Sustainability: Mission and values-aligned

## Three Strategies:

1. Increase revenues, particularly unrestricted funding and funds that will support initiatives, such as those supporting DEI, that align with our mission and values.
2. Manage the budget with transparency, using evidence from assessment.
3. Distinguish QC's value proposition via marketing.



# Student Success & Student Life: A community of care in support of student success

## **Three Strategies:**

1. Woo BIPOC students by increasing their sense of belonging from our first interactions with them, identifying and removing barriers to recruit and retain them.
2. Develop and innovate cohort-based or cohort-like experiences to serve all students.
3. Build our whole community membership—as advisors, mentors, coaches, navigators—in support of student success, using many tools, including technology, to facilitate connections.

# Measuring Impact

# Theory of Change Behind this Plan

## IF WE...

- Clarify our student-centered purpose
- Define core values, including on diversity, equity, and inclusion (DEI)
- Identify a vision and action around five key levers of organizational effectiveness:
  - Curriculum
  - DEI
  - Faculty scholarship and creativity
  - Fiscal sustainability
  - Student success and student life
- Widely and deeply engage our QC community in this work



## THEN...

- More of our campus community will feel invested in the plan
- We can make greater progress in the five areas
- This progress collectively contributes to long-term and more equitable progress on student success

# Measuring Impact (concept)

- Use theory of change to inform assessment
- Key Performance Indicators (KPIs)
  - Yield mix/rate
  - Enrollment mix/rate
  - Retention rate
  - Graduation mix/rate
  - Career placement rate
  - External funding revenues
- Additional indicators (TBD) in the five core areas
  - Curriculum
  - DEI
  - Faculty scholarship and creativity
  - Fiscal sustainability
  - Student success and student life

## Measuring Impact (logistics)

- Map the plan to existing, relevant sources of data and identify where data previously not tracked needs to be
- Create accessible interface to data with specific Strategic Plan KPI and other indicators dashboard
- Create a schedule and mechanisms for sharing and discussing outcomes at regular intervals

# Plan Implementation

## Strategic Plan Phases

- 1. Development:** Fall 2020– Spring 2021
- 2. Implementation:** Begins Fall 2021 (process is a five-year cycle ending AY 2025-2026)
- 3. Assessment:** Schedule will be development by departments in collaboration with Office of Institutional Effectiveness (OIE)

## Implementation Phase: Stakeholder Roles

### President and Cabinet

- College-wide process oversight, accountability for the college as a whole as well as operational work of functional units, and ensuring the integration of planning, assessment, and resource allocation.

### Dean of IE in partnership with Chief of Staff

- Strategic plan leadership and project management
- Consultant and partner (along with OIE team) to leadership and functional units on implementing and assessing attainment of the SP and department plans.

### Academic and administrative departments (“functional units”)

- Lead developers of department plan (roadmap), integrating the QC SP with operational goals, and methods for appropriate assessment and accountability.
- Responsible for day-to-day operations and delivery of programs and services in support of QC mission and strategic plan

### Strategic Plan Steering Committee and Working Groups

- Continue to serve as ambassadors and advocates for collaborative and integrated planning, assessment, and resource allocation, within own functional units as well as on committees and other cross-college organizations.



**Implementation Phase  
Initial work slated for Fall 2021**

Implementation will proceed in parallel paths for both academic and administrative departments

**Implementation Phase  
Initial work slated for Fall 2021**

**Academic**

- Discussion and consultation with deans, chairs, and department faculty, facilitated by Dean for IE
- Develop divisional/departmental plan (roadmap), integrating appropriate QC Strategic Plan goals as well as departmental operational goals
- Department chairs identify annual priorities and oversee implementation at department level

**Implementation Phase  
Initial work slated for Fall 2021**

**Administrative**

- Discussion and consultation with VPs and AVPs, directors, and department staff, facilitated by Dean for IE
- Develop divisional/departmental plan (roadmap), integrating appropriate QC Strategic Plan goals as well as departmental operational goals
- Department directors identify annual priorities and oversee implementation at department level

Successful implementation of  
and assessment of  
the Queens College strategic plan  
is a collaborative, community-wide effort.