

Strategic Planning: 2021-2026



Presentation to P&B

CITY UNIVERSITY OF NEW YORK: QUEENS COLLEGE



March 10, 2021

Today on Strategic Planning - Share:

- Context and process of planning overall
- Process for mission and values development
- Draft mission and values language

Working Groups

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

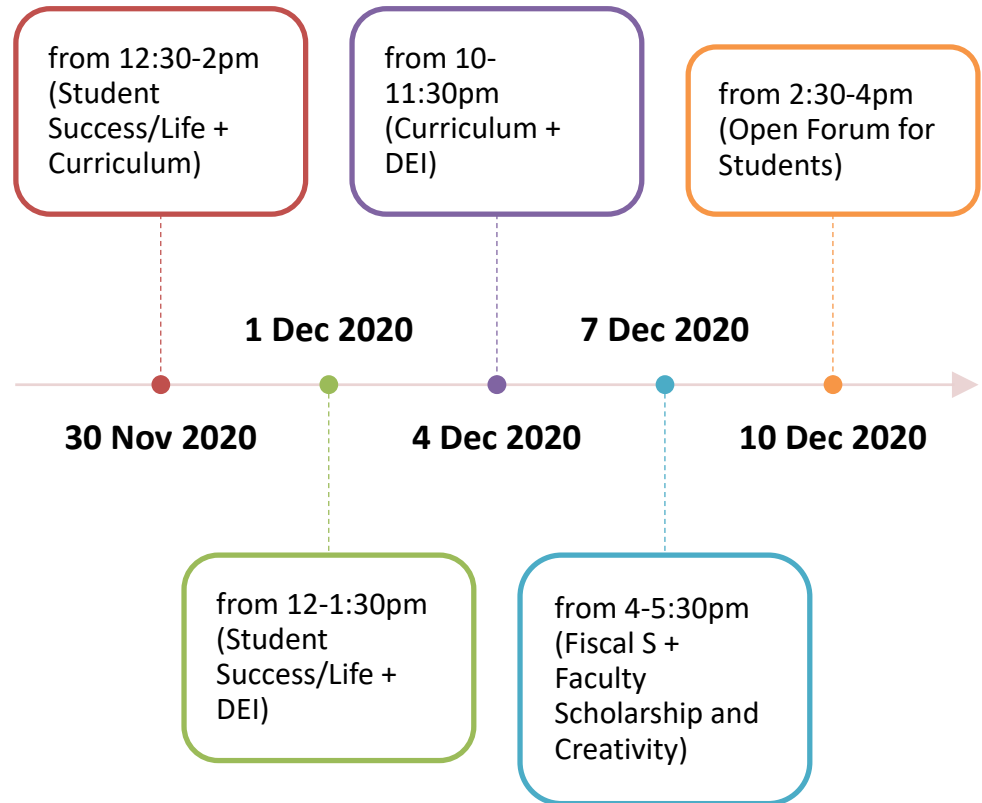
**72 members –
co-chairs also serve on
steering committee**

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

Working Groups November 2020 – March 2021

- Analyze strengths and challenges for their area of focus
- Discuss key related data that informs planning
- Solicit campus input via town halls
- Develop future multi-year priorities – goal, strategies, outcomes
- Identify tangible first year plan activities

Town Halls Hosted



Steering Committee

Deliver

Deliver draft mission/values and a 5-year college-wide strategic plan – goals, strategies, KPIs

Ensure

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

Support

Support the development of the 1st year operational plan

What's Coming

March 2021	April-May 2021	June-Oct 2021
Mission refresh (SC) Proposals for goals, strategies, outcomes, 1 st year actions (WGs)	Plan framework developed using WG proposals (SC) Plan operational structure developed (SC) Working group members on call Town halls hosted – vet framework, mission refresh (SC)	Full plan drafted (SC – Anna/President) Plan review (SC, WGs, online for community comment) Senate approval of mission (SC) Plan produced (QC – Comms) PLAN IMPLEMENTED FALL 2021!



Organizations usually have a mission that defines their core purpose, work, approach.

Some then have a vision that describes the desired future position.

Values can be core (current state) or aspirational.

Steering Committee direction:

1. **Crisp QC mission** – strive for a brief statement that captures what we want students and others to understand is the reason to come to QC.
2. **Name values that distinguish QC** – that QC will hold.
 - These could then correspond with institutional learning outcomes (what QC students uniquely learn and graduate with).
3. **Five-year goals** – each working group will create an aspirational goal that acts like a vision statement.

Mission/Values Development Process – 2020-2021



Queens College Mission - DRAFT

The mission of Queens College is to prepare all students to serve as a new kind of leader 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 a desired path forward that is in service to the ways they define their community or communities. We prepare students as undergraduates and graduates through rigorous academics and support so that each student completes their course of study and finds the right next step 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.

Queens College Strategic Planning 2021-2026

Queens College Values - DRAFT

We seek to embody these values and instill them in our students.

Learn that we may serve. This is our motto. We educate **all** students to live a life of service 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. We believe 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 ([LINK](#)).

A new kind of leadership: We view leadership as a mindset and practice, not a status. We practice leadership at the college and as members of many, diverse communities with which Queens College and 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 where some people are more comfortable with the title “leader” than others.

Well Rounded education. We want our students to be curious, resilient and adaptable once they leave us. 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 offering specialized education. 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.

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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