Westchester Administrative Staff Council Meeting

October 2, 2015

The meeting was called to order at 9:03 A.M.

Due to budget cuts, MaryEllen Humphrey stated that the Westchester Administrative Staff Council board members decided to not spend down funds on coffee/tea, in order to ensure we have enough in the budget for the annual staff picnic.

May 2015 minutes approved

Committee Reports:

Jonah Safris, Chair - Service Committee

- Pace Makes a Difference Day, is Saturday, October 24. SDCA is working with local community organizations on projects/initiatives throughout Westchester to make a difference. Students and staff are welcome to participate. Contact Heather hnovak@pace.edu. Novak or Tyler Kalahar tkalahar@pace.edu.

- Did you know that employees can get release time during the work week or weekend for volunteering? Go to the HR site and click on Employee Service Opportunities for the verification form.
See details below from the HR website:

Employee Service Opportunities

Employee Volunteer Release Time

- Staff member must receive permission from supervisor prior to volunteer work (this can be done by printing and filling out the Employee Service verification form)
- Employees are entitled to 8 hours release time each 6 months with supervisor permission. Part-time employees can receive 4.
- Employees can either volunteer during the work week, or during the weekend.
- Employee must submit either a signed verification form or a form letter to their supervisor before release time can be applied.

Employee Volunteer Release Time Continued:

- Staff member must volunteer with a community organization that meets the following criteria:
  1. Organization/partner is a recognized nonprofit or government organization or program.
  2. Employees cannot proselytize (advocate for a particular religion) as part of their volunteer hours. Community work with faith-based organizations is welcomed outside of this activity.
  3. Community organization/partner is willing to complete paperwork from the University
  4. Community organization’s/partner’s status and hours can be confirmed by the University.
  5. Volunteer does not receive monetary compensation for community work associated with the service.
  6. A direct family member (spouse, parent, etc.) cannot be your direct supervisor for the service.
  7. Employees are encouraged to continue work with an organization with which they have established ties, but the organization must still meet the above criteria.

- Employee is encouraged to find their own placements but can go to the Center for Community Action and Research for assistance. The Center is not responsible for finding an employee a placement, but is a reputable resource for help in finding a place to start.
- When recording time, employee can select “volunteerism” on the Kronos timesheet to record the hours properly (and to keep track of how many they have taken in a year).
Service Committee Continued:

- Pace 4 Kids aka P4K Dance Marathon which supports Maria Fareri Children's Hospital at Westchester Medical Center will take place November 20 – 21. We will be emailing you info on how you can help via the WASC ListServe. Contact Christina Basso at cb22905@pace.edu if you would like to support P4K.

- Thanks to all who contributed donations to Hillside Food Outreach “neighbors helping neighbors’ in Westchester, NY, Putnam NY & Fairfield CT counties. The drive at the Staff Picnic brought in 800 pounds of food to the Pleasantville satellite office. We certainly exceeded expectations.

Comment from the floor: Congratulations to Jonah for the magnificent job on the drive for Hillside Food Outreach!!! It was a resounding success!!!!


Announcements:

- Heather Novak reminded all in attendance about the Jefferson Awards for Public Service nominations, deadline is Friday, October 9, at 5:00 PM go to www.pace.edu/dyson/ccar/jefferson
- Homecoming October 17, 2015
- Be on the lookout for materials from the Westchester Counseling Center – piece with important information for all.
**Guest Speaker:** Jean C. Gallagher, Strategy and Analysis, Office of the President

**Topic:** Strategic Plan Update

The Strategic Plan was approved by the Board of Trustee in June of 2015, for a term of 5 years.

The Strategic Plan is focused around 4 themes:
1. Student Experience
2. Institutional Vitality
3. Community of Excellence
4. Strategic Initiatives

See Power Point presentation, pp 1-10
OPPORTUNITAS:
Embracing the Future
Pace University Strategic Plan 2015-2020

Implementing the Plan:
Strategic Priorities FY16 and FY17

PACE UNIVERSITY
Work toward greatness.
## Strategic Priority Categories

- The 2015-2020 Strategic Plan describes 40 strategic initiatives which were categorized by status of development
- The classification of initiatives will evolve each year

<table>
<thead>
<tr>
<th>Ongoing</th>
<th>Implement</th>
<th>Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Important effort already ongoing</td>
<td>- Defined each year by Operations Committee as being high-priority</td>
<td>- Identified a critical need</td>
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<td>- Within a department's or existing cross-functional team's effort</td>
<td>- Actively engage in implementation of these initiatives</td>
<td>- Not yet defined a course of action</td>
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<td>- These projects will considered first for additional resources during the year</td>
<td>- Highest budget priority for FY16 and FY17</td>
<td>- A dedicated team (inter- or intra-departmental) assigned to develop an implementation plan</td>
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<td>- Plan will include estimated resource needs</td>
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<td>- High priority in the FY17 budget planning</td>
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[www.pace.edu/strategic-plan](http://www.pace.edu/strategic-plan)
Strategic Priorities FY16 and FY17

- Operations Committee defined high priority initiatives for FY16 and FY17
- Priorities will be re-evaluated each year based on progress, assessment results, and external trends

**Ongoing**

- Continuously improve Career Services
- Continue to develop innovative graduate programs
- Carry out the planned fundraising campaign
- Continue to implement a sustainable enrollment plan
- Implement flexible and adaptable designs in physical space
- Increase visibility and reputation
- Ensure technology infrastructure meets users' need. Build an academic technology infrastructure
- Meet the goals of the Pleasantville Project
- Recruit and retain quality faculty, develop a plan to meet faculty diversity goals

**Implement**

- Build the Pace Path
- Build an alumni mentoring program
- Build student support structures (advising) and use data to evaluate and improve student success (retention)
- Complete and start to implement the New York City Master Plan

**Plan**

- Deliver high-quality online learning experiences
- Incorporate technical fluency and information literacy into the disciplines
- Implement a periodic review process of all academic programs
- Diversify revenue
- Build effective faculty development programs
- Develop process to welcome PT faculty into the life of the University
- Establish a culture of innovation
- Connect faculty, administrators, and staff to Pace's mission

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## Ongoing Initiatives

<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Plan Initiative</th>
<th>Action Description</th>
<th>Lead</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student/Alumni Outcomes</strong></td>
<td>Continuously improve our comprehensive career services program to ensure it meets the needs of all students and is responsive to the needs of local, national and international employers and graduate schools.</td>
<td>Meet students' and employers' expectations</td>
<td>Career Services</td>
<td>Percent of students who are &quot;Career Ready&quot; in each year</td>
</tr>
<tr>
<td></td>
<td>Continue to develop innovative graduate programs which will meet demand for deep knowledge and experience in a range of disciplines.</td>
<td>Evaluate current offerings and meet market demand.</td>
<td>Schools/Colleges Provost's Office</td>
<td>Graduate program enrollment Professional exam rates</td>
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<td></td>
<td>Carry out the planned comprehensive fundraising campaign, the third and most ambitious in Pace's history, bringing a new generation of donors to the University.</td>
<td>Meet fundraising goals.</td>
<td>DEVAR</td>
<td>Fundraising goals</td>
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<tr>
<td></td>
<td>Continue to implement a sustainable enrollment plan that is responsive to market conditions and enables Pace to meet its revenue goals while adhering to its mission of Opportunitas.</td>
<td>Meet enrollment goals.</td>
<td>EM</td>
<td>Enrollment goals</td>
</tr>
<tr>
<td></td>
<td>In the development of physical space, seek flexible, adaptable designs that meet the current and future needs of our students, academic programs, and staff. Create spaces that facilitate cross-discipline and cross-functional collaboration, and extend the learning environment beyond the classroom.</td>
<td>Continually assess results.</td>
<td>PLV Project NYCMP Advisory Classroom Design Building and Grounds</td>
<td>Incorporate principles into NYC Master Plan and into annual capital plan</td>
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<td></td>
<td>Increase Pace's visibility and reputation by continuously and effectively telling the Pace story of Opportunitas. Grow our reputation and the reputation of our faculty and their work throughout academia. Strengthen ties to employers and increase connectivity and engagement in communities where we have deep roots.</td>
<td>Structure renovation plans that are flexible models and recognize our need for spaces that meet multiple demands.</td>
<td>University Relations Cultural Affairs Government and Community Relations VP Sr</td>
<td>Measures of media reach</td>
</tr>
<tr>
<td><strong>Vital Institution</strong></td>
<td>Leverage the technology infrastructure to improve efficiency, usability, and effectiveness in academic and administrative processes. Continue to seek flexible technology solutions that optimize our existing infrastructure and take advantage of emerging technology opportunities. Build an academic technology infrastructure that meets users' needs and provides avenues for experimentation and innovation.</td>
<td>Develop a coordinated plan to elevate Pace's reputation. Align university resources across departments to increase effectiveness of events, PR and media relations.</td>
<td>ITS</td>
<td>User feedback. Measures of technology penetration and usage</td>
</tr>
<tr>
<td></td>
<td>Meet the academic, student life, and enrollment goals of the Pleasantville Project. Evaluate and prioritize future phases of the Pleasantville Master Plan based on the outcomes of Phase 1A.</td>
<td>Evaluate policies and operating procedures to ensure that current operating model meets University needs and resources.</td>
<td>PLV Project</td>
<td>Percent of courses where there is a robust use of Bba</td>
</tr>
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<td><strong>Excellent Community</strong></td>
<td>Recruit and retain faculty committed to excellence in teaching and research. Develop a recruiting and retention program to better align the diversity of our full-time faculty with the available pool of applicants and our student population.</td>
<td>Assess PLV results to determine if action plans are meeting goals. Adjust as needed.</td>
<td>Provost's Office Schools/Colleges</td>
<td>PLV enrollment, revenue and student engagement goals RCM results</td>
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# Implement Initiatives

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<tr>
<td>Student Experience</td>
<td>Build the Pace Path, a custom, experience-based program of activities designed by faculty and staff to develop students to be highly effective in their pursuits through the integration of in-classroom and out-of-classroom learning.</td>
<td>Roll out Pace Path to all UG students</td>
<td>Pace Path Team Schools/Colleges Office of Student Success</td>
<td>Percent of students in each year engaging in internship/professional experiences Percent of first-year students with 4-year plans</td>
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<tr>
<td></td>
<td>Draw from the deep well of alumni expertise across disciplines to enhance the learning experience, ensuring that our students receive the benefit of insight and knowledge beyond the academy.</td>
<td>In coordination with the Pace Path, implement Alumni Coaching and Mentoring program. Continue to implement other alumni engagement programs.</td>
<td>DEVAR Schools/Colleges</td>
<td>Number of Alumni mentors Alumni engagement on campus</td>
</tr>
<tr>
<td>Student/Alumni Outcomes</td>
<td>Build student support structures to ensure continual academic progress. Remove non-academic barriers to academic progression and help our students overcome challenges. We will improve the quality, consistency and availability of advising across the university.</td>
<td>Implement current advising plan. Continually assess results to determine most effective structures and processes.</td>
<td>Office of Student Success Advising Faculty Advisors Schools/Colleges</td>
<td>Retention Quality and effectiveness of advisor engagement NSSE results related to student support Qualitative assessments</td>
</tr>
<tr>
<td></td>
<td>Use data to evaluate and improve student success programs and policies.</td>
<td>Build consistent, automated data feeds to key staff to enable focused, personalized outreach to students</td>
<td>Office of Student Success Advising Faculty Advisors Schools/Colleges ITS</td>
<td>Percent of at-risk students receiving advising Effective use of focused, action-oriented data</td>
</tr>
<tr>
<td>Vital Institution</td>
<td>Complete and start to implement the New York City Master Plan that reflects the aspirational character of our student body and that will serve students, faculty and staff in an evolving educational landscape.</td>
<td>Fully develop a long-term plan for the NYC Campus.</td>
<td>President's Office Administration</td>
<td>Master Plan in place</td>
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### Plan Initiatives

<table>
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<th>Action Description</th>
<th>Lead</th>
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<tbody>
<tr>
<td><strong>Student Experience</strong></td>
<td>Deliver high-quality online learning experiences. Make effective use of technology to reduce the geographic barriers across Pace campuses and increase student engagement in every learning mode.</td>
<td>Develop a coordinated effort to measure and improve quality of online learning.</td>
<td>ITS Academic Technology CPE Schools/Colleges</td>
</tr>
<tr>
<td><strong>Student/Alumni Outcomes</strong></td>
<td>Develop a process to incorporate technical fluency and information literacy into the disciplines, ensuring that every student has significant exposure to discipline-specific technology and is prepared to effectively use that technology upon graduation. Implement a periodic review process to ensure that academic programs meet the evolving needs of their discipline. The process will include an evaluation of program curriculum, discipline-specific innovations, current teaching and learning methodologies, and student and alumni outcomes.</td>
<td>Work with curriculum committees to determine how need is best addressed within each discipline</td>
<td>Faculty Council Committees</td>
</tr>
<tr>
<td><strong>Vital Institution</strong></td>
<td>Ensure financial sustainability and flexibility by diversifying revenue streams to reduce reliance on tuition, housing and fees by increasing fundraising and research funding and developing non-credit and special programs that meet the demand for unique learning opportunities.</td>
<td>Coordinate across the University to develop revenue opportunities and build structures to support these efforts.</td>
<td>Operations Committee</td>
</tr>
<tr>
<td><strong>Excellent Community</strong></td>
<td>Build effective faculty development programs to enhance the quality of teaching. Enhance the grant and research infrastructure to support faculty and students in innovative applied research. Create a consistent, structured approach to welcome part-time faculty deeper into the life of the University. Create a shared culture of innovation that drives continual process improvement across non-academic departments. Motivate and empower faculty, administrators and staff to be connected to Pace’s core mission and ensure that their contributions to the University are relevant and valued.</td>
<td>Determine highest faculty development need and develop programs accordingly Determine most effective means of engaging with, and developing adjunct faculty. Determine how current structures support or hinder innovation. Structure systems to support and encourage innovation</td>
<td>Center for Faculty Development Provost’s Office Center for Faculty Development Provost’s Office HR</td>
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*Metrics will be determined once plan is defined*

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Annual Goal Setting

- **Strategic Plan 2015-20** (in place)
- **Annual Priorities** (Operations Committee) (August)
- **Informs Budget Process** (begins August)
- **EVP/VP/Dean Annual Goals** (April)
- **Departmental Annual Goals** (May)
- **University Annual Implementation Plan** (June)

**Important Departmental Initiatives** (in support of SP goals)
Annual Assessment

University Annual Implementation Plan

Measurement
- Metrics have been assigned to each initiative.
- The annual evaluation will begin with the metric.
- Additional relevant qualitative measures may be added

Evaluation & Discussion of Results
- Inter-departmental Timing will vary by department

Summary of Strategic Priorities
- Online template Complete by June 30

Discussion of Results
- Assess Full University Impact
- Operations Committee July/August

Annual (24 Month) Priorities
- (Operations Committee)

Annual Institutional Report / Metrics
- (published on Web) (September)

10/30/2015 www.pace.edu/strategic-plan
### Assessment Template

<table>
<thead>
<tr>
<th>Department/Unit</th>
<th>DRI</th>
<th>SP Priority</th>
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<tbody>
<tr>
<td><strong>Goal Description</strong></td>
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<tr>
<td>Broad statement of the desired end result, include interdependencies with other departments/areas.</td>
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<thead>
<tr>
<th>Metrics</th>
<th>Metric Description</th>
<th>Baseline</th>
<th>Target</th>
<th>Actual</th>
<th>Source of Data</th>
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<tbody>
<tr>
<td>What measures will you use to determine success. What metric will be used, when and how will the data be collected? Include a target if there is one.</td>
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<thead>
<tr>
<th>Assessment</th>
<th>Analysis</th>
<th>Resource Impact</th>
<th>Impact on Strategic Plan/Mission</th>
<th>Next Steps</th>
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<tr>
<td>What were the results of your selected metrics?</td>
<td>How well did you perform against the metric? What specific actions helped you achieve the metric. What worked well, what did not.</td>
<td>Were resources deployed most effectively. What would you do differently?</td>
<td>How did your results impact Pace's achievement of its Strategic Plan? How did the results further the objectives of your division?</td>
<td>What are the next steps? How will your goal or tactics change moving forward? What are the resource implications?</td>
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Strategic Priorities in FY18 and Beyond

• The remaining strategic initiatives not prioritized in FY16 and FY17 are, nonetheless, important to achieving our overall mission and vision

• Annual assessment of priorities and goals will take place each year to determine if our current focus is appropriate and is moving Pace to achieve its mission

• The Strategic Plan is not a static document, but one that we must continually evaluate and adapt to the evolving higher education landscape

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Q&A on the Strategic Plan

Q: How much will the goals cost?
A: Funds are not separately allocated for strategic goals. We look at budget operating cycle to determine how it worked as per the goals, make assessments, and then develop new goals in FY 17.

Q: How will you assess the plan?
A: An Operations Committee will be established to analyze metrics and summarize what is to be rolled up to the Provost’s Office for assessment. At the end of each cycle, the Budget, Capital Plant, Student Services reports will roll up to the Provost’s Office for final assessments. The goal is to share the outcomes with the University community.

(See p.9 in Power Point report, for Assessment Template)

Q: One of the goals was to beautify the campus, where are we going with this?
A: Harris Poll was conducted in 2019, we did not do well. We then created the PLV Plan to address the Westchester campus and focus on different marketing experience for each campus. We did well in recent Nielson Poll.

For everything you wanted to know about the 2015 – 2020 Strategic Plan – go to www.pace.edu/strategic-plan