



KINGSBOROUGH COMMUNITY COLLEGE  
STRATEGIC PLANNING AND BUDGET  
COMMITTEE

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To: Members of the Strategic Planning and Budget Committee of the College Council,  
From: Thomas DeGrazia, Chair  
Date: 5/1/25  
Time: 1:00 pm – 2:00 pm  
Location: A212 Tapestry room  
Re: Minutes for the Spring Meeting of the Strategic Planning and Budget Committee Meeting

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The Strategic Planning and Budget Committee of the College Council met on 5/1/25 at 1:00 p.m. in-person in room A212 tapestry room. The meeting was called to order at 1:03 PM.

The following Committee members were in attendance:

Rick Armstrong  
Suri Duitch  
Andres Escobar  
Dawn Levy  
Avery Mullen  
Anna Rozenboym  
Enegyz Rozyyeva  
Rivka Segall

Guests included:

Scott Cally  
Judy Cohen  
Colleen Davy  
Amanda Kalin  
Daniel Kane  
Stuart Parker

Rick Armstrong chaired the meeting in Thomas DeGrazia's absence. Amanda Kalin took the minutes for the meeting.

## AGENDA

- I. Introductions were made by committee members in attendance as well as guests.
- II. Middle States Update
  - The Middle States team report was reviewed for "correctness of facts" and submitted to the Middle States peer review team along with the institutional response. It will be submitted to the June 2025 Middle States meeting. The report, which is not a public document will be housed internally in the next few

weeks (before commencement) along with a possible Townhall to discuss. Updates will be forthcoming.

### III. Strategic Plan Update

- Suri and Colleen working on a draft of the five goals of the 2025-2030 Strategic Plan for the College community to review.
- Inclusion of a sixth goal, “Operational Excellence,” in response to the Middle States Standard VI requirement to address our structural deficit.
- Of note were concerns with
  - the effects of one-time funding, particularly when that is no longer available.
  - development of capacity for long-term planning
  - inclusion of group of people who have expertise to pull together the goal and metrics over the five years.
- Timeline of 2025-2030 Strategic Plan:
  - Groups of volunteers with different perspectives and experienced voices is required. They need familiarity with the strategic goal to be able to address operational issues.
  - Necessity of defining Year One – analysis of the gaps **and** taking action to prevent being stuck in “stage one” analysis with no action
  - Importance of “operationalizing” or defining the plan and the developing work.
  - Close feedback loops within the process as they arise
  - Focus on systems to address the issues and not pulling just on relationships/people.

### IV. Budget Information

- Addressing the structural deficit with high priority items needing to be included in the budget planning and presentation
- Inclusion of both quantitative and qualitative data points for clarity
- Ensure the budget is broken down into smaller parts and presented to address deficits and adjustments. Importance of including cost analysis.
- Feedback provided by Committee and Non-Committee members concerning the budget presentation at the upcoming 5/27/25 College Council meeting.

### V. Rick Armstrong (Getting Students Back on Campus ideas)

- How to address/approach larger questions of the College being an on-ground institution including fill rates that are lower for in-person versus online modality, making the case that the College is a vibrant in-person institution (role of Student Life), and importance of campus presence for full-time faculty.

### VI. Stuart Parker (Review of literature ideas for Strategic Planning 2025 -2030)

- Framing the discussion within enrollment.
  - Structural deficit versus how to increase enrollment and overall growth.
  - Address how to meet capacity for what we need to do.

The meeting adjourned at 2:50PM.