

Academic Affairs Strategic Plan (AY 2017/18)

Summary Outline

"Enacting the Vision" 2016-2022

Through the creation and implementation of the following strategic Focus Areas and related Goals, the division of Academic Affairs seeks to enact the vision of the campus, articulated as a caring and inclusive community that values:

- Academic Excellence
- Liberal Education
- Transformative self-discovery, creativity, and scholarship
- Student centeredness
- Collaboration
- Integrity
- Public service
- The uniqueness of our history and place

The following Focus Areas and Goals were generated through input from the Academic Affairs community, including the Provost's Cabinet, Extended Cabinet, Chairs/Directors' Council, and faculty leadership. The Academic Affairs Strategic Plan will align with the College's Strategic Plan and is intended to be a living document, changing over time as the Division adapts to new challenges and opportunities in order to enhance academic excellence for all students.

Embedded within the Academic Strategic Plan are action steps drawn from the SUNY Potsdam "Strategic Planning Roadmap: A Vision for Our Best." These Action Steps are highlighted in red.

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Goal A: *Enrich and Expand the Curriculum*

Goal B: *Review and Revise Organizational Practices*

Goal C: *Provide Necessary Programmatic Tools and Resources*

FOCUS AREA: Support the Success of Faculty and Staff

Goal A: *Support a Positive Work/Life Balance*

Goal B: *Align processes, support, & recognition for faculty with campus core values*

Goal C: *Enhance Opportunities for High Quality Professional Development*

FOCUS AREA: Enhance the Student Experience

Goal A: *Enhance Students' Academic Life*

Goal B: *Create Opportunities for Graduate Students to Develop a Distinct Identity and Community*

Goal C: *Increase Student Retention and Graduation*

Goal D: *Expand Learning Opportunities Beyond the Classroom*

Goal E: *Enhance Academic Student Services*

FOCUS AREA: Expand Student Access

Goal A: *Expand Student Audiences to Provide Educational Access*

Goal B: *Enhance Collaborations with Institutional Partners*

FOCUS AREA: Embrace Diversity and Inclusion

Goal A: *Ensure students' academic experiences reflect the campus' values of diversity and inclusion*

Goal B: *Support Diversity and Inclusion within the Faculty/Staff Experience*

FOCUS AREA: Support the Expansion of Creativity and Innovation

Goal A: Expand Students' Experiences in Creativity and Innovation

Goal B: Expand Innovation and Creativity in Programmatic Opportunities

Goal C: Enhance Processes to Encourage Innovation and Creativity

FOCUS AREA: Enhance Organizational Effectiveness

Goal A: Enhance Processes to Support Academic Experiences

Goal B: Enhance Structures to Support Academic Experiences

Glossary of Abbreviations

- *CAL- Center for Applied Learning
- *CFO- Chief Financial Officer
- *CIO- Chief Information Officer
- *CUSP- College Unlimited at SUNY Potsdam
- *DEI- Diversity, Equity, & Inclusion
- *Dir Grad- Director of Graduate Programs
- *ORSP- Office of Research & Sponsored Programs
- *OSRC- Office for Student Research & Creativity
- *PD- Professional Development
- *SSC- Student Success Center

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Unit Responsible

Milestones

Date

Goal A: Enrich and Expand the Curriculum

2 Action Step 1: Refine Academic Assessment processes and forms to ensure that assessment data is being utilized to improve student learning and that those changes are being communicated across constituencies.

Assoc Provost

*Academic Assessment Plan Template and Report Template revised

Summer, 2017

* Academic Assessment website revised to clarify steps, components, process, and timeline

Summer, 2017

* Report/Plan submission process revised to be sure that reports are being seen by administration so recommendations can be reviewed for funding allocation

Spring, 2017

* Program Review and Departmental Self-Study Guidelines revised to create a single campus document

Spring/Summer 2018

* Program Review and Departmental Self-Study process to be reviewed to confirm who is responsible for supporting which steps and which timelines

Summer/Fall 2018

*The process is in place for most SOEPS programs as they are seeking national certification

Spring, 2018

2 Action Step 2: Identify and propose new graduate offerings to expand opportunities and reflect emerging student/regional needs

Dir Grad/Deans

*CAS Inclusive & Special Education (currently at SED)

Spring, 2018

*CAS College Teaching (currently at SED)

Spring, 2018

*MS Management (revision of OTPL); awaiting SED approval

Spring, 2018

*Discussions initiated regarding graduate certificate in Music Technology

Spring, 2018

*MSED Instructional Tech (revision); currently being reviewed at SUNY

Spring, 2018

*School/District Leader; discussions and planning underway w/ SLU, BOCES

Spring, 2018

2 Action Step 3: Revise General Education to reflect the campus' core values

Asst Provost

*Gen Ed Task Force, area working group in process

Fall 17/Spr 18

4 Action Step 4: Provide students with expanded opportunities to explore issues around sustainability, broadly defined, across curricular experiences

Deans

[NOTE: This has been integrated into the campus S. Plan]

Goal B: Review and Revise Organizational Practices

2 Action Step 1: Review/revise campus curricular review to streamline and strengthen the on-campus processes

Deans/Fac Senate

*Working group in process; Faculty Checklist form created

Fall 17/Spr 18

1 Action Step 2: Support the (re)development of a Chairs' Council to enhance communication and transparency

Provost

*Council re-established in AY17/18

Ongoing

2 Action Step 3: Through an annual meeting of the Academic Affairs Leadership, review and update the Academic Strategic Plan; disseminate the annual review

Provost

*Extended Cabinet/Ac Leadership Retreat to review strategic goals

January, 2018

Goal C: Provide Necessary Programmatic Tools and Resources

2 Action Step 1: Assess needs of current/proposed programs to identify technology and equipment appropriate for program success

Provost/Deans

*Foundation Account established for new programs

AY 2017

			*SUNY PIF funds for Ex Science, GIS	AY 2018
			*Lougheed Applied Learning grants include equipment funding	Spring, 2018
			*Discussions under way with donors regarding possible 2nd DL classroom	Summer, 2018
1	<u>Action Step 2:</u> Implement and evaluate the new processes for program approval that include verification of funding sources for additional equipment/staffing and that are consistent across Schools; make recommendations for refinement as needed	Provost/Deans	*New process has been implemented with the PC	Fall, 2017
1	<u>Action Step 3:</u> Assess options for an LMS that most appropriately supports best practices in multiple instructional formats; provide training and plan for implementation as appropriate	Provost	*Feedback gathered from various stakeholders; decision to remain with Moodle	Completed AY 16/17
2	<u>Action Step 4:</u> Assess current classroom technology, and develop a plan to ensure that all classrooms are equipped with a minimum standard of appropriate technology	Deans (w/ CIO)	*SUNY PIF money being used to update all instructional classrooms (3-year process)	Initiated Fall, 2017
2	<u>Action Step 5:</u> Revamp and expand Distance Learning classrooms on campus	Provost/Dir Grad	*PC approved renovation of DL classroom; DL classroom will be available for Fall 2018 semester	Spring, 2018
Campus Action Steps: Academic Excellence				
2	<u>C.1.</u> By Fall 2019, we will either offer, or have submitted to SUNY, five or more new academic programs that each have the potential to attract 50 or more new students per year	Deans/Dir Grad	*As of June, 2018, the following new/revised programs have been submitted and/or completed: BA Arts Management, BS GIS, CAS College Teaching, CAS Special/Inclusive Ed, MS Management, Minor Musical Theatre *Post-Bacc certificate in Pre-Health is in progress *Discussions in Crane regarding expanding Music Business to include options for no/alternative audition *B.A. Computer Science Educator in process (being reviewed by SUNY)	Spring, 2018
			*Minor in Sports Management in discussion	Spring, 2018
2	<u>C.2.</u> Review current programs to identify potential for growth and, through shared governance, develop a plan to support these areas of student and faculty interest	Deans	*Ongoing process through Cabinet; draft rubric has been developed and shared w/ faculty leaders	Spring, 2018
1	<u>C.3.</u> By Fall 2018, initiate an assessment for programming needs at our Jefferson Community College extension site, to ensure adequate resources are provided	Dir Grad	*Addition of EC at JCC; growth of Business at JCC; goal to have MS Management approved for Watertown	Fall, 2018
4	<u>C.4.</u> By start of the 2019/20 academic year, identify \$15,000 annually to provide funding for recognition or start-up of innovative and/or cross-disciplinary initiatives and reward faculty/staff for basic research including scholarly and creative endeavors	Provost/Advancement		

FOCUS AREA: Support the Success of Faculty and Staff

Goal A: Support a Positive Work/Life Balance

Action Step 1: Develop and implement opportunities to recognize and celebrate the achievements of faculty and staff, including the development of a "recognition" website and expanding nominations received for existing awards (e.g., President's, Chancellor's, Distinguished Faculty Awards)

Unit Responsible

Milestones

Date

Provost

*Recruitment/Retention Award initiated

Summer, 2017

Action Step 2: Identify new areas for reduction in workload through the streamlining of processes (Process Management training)

Cabinet

Action Step 3: Revise and implement processes for streamlining approval processes for online courses and enhancing faculty support (e.g., Online Streamlining Task Force); evaluate new processes and make refinements as appropriate; reconvene Task Force in AY18/19 to assess first year implementation and recommend revisions

Assoc Provost

*New credentialing process implemented; refinement underway; will reconvene Task Force in Fall 2018

Fall, 2017

Action Step 4: Review/Revise policies related to compensation (e.g., release time, stipends) for extra service to ensure equity across units

Cabinet

Action Step 5: Access campus data and best practice research to identify challenges and opportunities related to faculty and staff retention

Cabinet

Action Step 6: Work with the Chairs' Council to identify areas from the COACHE survey related to faculty/staff morale, and recommend strategies to enhance morale.

Cabinet

*COACHE survey conducted; review of data underway

Spring, 2017

Goal B: Align processes, support, & recognition for faculty with campus core values

Action Step 1: Revise and clarify processes for identifying and nominating Distinguished faculty members

Assoc Provost

*Process reviewed; implemented w/ candidates; newly clarified processes are in place

Spring, 2018

Action Step 2: Revise the P&T process to clarify expectations and provide recognition for excellence aligned with the full range of academic faculty responsibilities including teaching, scholarship/creativity, service, advising, applied learning, student engagement, and diversity/inclusion.

Provost/Fac Leadership

Action Step 4: Revise the Academic Faculty Information Form to align with faculty members' full range of responsibilities, including engagement in advising, applied learning, student scholarship, and diversity/inclusion.

Cabinet

*To be drafted in AY19

Action Step 5: Develop and implement a timeline and process for supporting faculty research and scholarly activities, including (but not exclusive to) financial support for conference travel.

Provost

*Note: Loughheed Applied Learning grants include options related to faculty travel; donor funds also available thru the Schools

Spring, 2018

Action Step 6: Increase opportunities/incentives to broaden faculty involvement across all Schools in the campus' shared governance

Cabinet/Fac Leadership

Goal C: Enhance Opportunities for High Quality Professional Development

Action Step 1: Structure the Center for Creative Instruction to enhance opportunities for professional development and instructional support

Assoc Provost

*CCI Board meeting, reviewing structures & activities
*PD coordinator hired (.5 FTE)
*Plan in AY19 to develop cross-institutional PD partnerships

Fall 17/Spr 18
Fall 2017

Action Step 2: Enhance the effectiveness of New Faculty Orientation and Seminars

Assoc Provost

*Revised orientation and seminar series implemented; refinement ongoing
[Note: also part of the campus S. Plan]

AY 17/18

Action Step 3: Review and revise sabbatical and Drescher leave policies to ensure equity in processes and expand opportunities; identify processes and timeline for implementation

Cabinet

Action Step 4: Conduct an external review of the Office of Research and Sponsored Programs in order to identify challenges and opportunities to strengthen scholarship/creative activity

Provost/Dir ORSP

*Consultation concluded in Spring 2017; recommendations being implemented

Ongoing

Action Step 5: Develop opportunities specific to enhancing the leadership potential of faculty and staff

Assoc Provost/PD Coordinator

*NOTE: Leadership programming already available through SUNY

Action Step 6: Enhance technology support, access, and training for faculty and staff

PD Coordinator

*Programming offered through CCI

Fall 17/Spr 18

Action Step 7: Collaborate with the Associated Colleges to provide professional development support for chairs/directors

Provost

*Annual events held in spring for all chairs/academic leaders

Spring 2018 & ongoing

Campus Action Steps: Collaboration (Professional Development)

C.5. By the end of the 2017/18 academic year, complete a comprehensive review of the CCI, including recommendations for a specific charge and budget, recommendations for CCI director, and ongoing assessment of programming

Assoc Provost

*Board meeting regularly to review charge, budget, leadership, and programming
*Report draft completed; final edits due in fall 2018

Spring, 2018

C.6. By fall 2018, the deans will identify, disseminate and support an educational program for department chairs

N/A

***Note: Programming is already being provided through the Associated Colleges (spring workshop) and SUNY; Action Step already included in Academic Strategic Plan (Goal: Fac/Staff)**
***A&S has developed & implemented a chair mentoring program**

C.7. By Fall 2018, the new format for faculty and staff orientation and seminar series will be assessed and revised if needed

N/A

***Note: This is already included in the Academic Strategic Plan (Goal Areas: Faculty & Staff)**

C.8. By the end of the fall 2018 semester, the Cabinet will identify PD opportunities from all sources, and will develop a centralized location where all PD and scholarly activities are posted

PD Coordinator/Dir ORSP

*CCI website includes updated schedule of PD; these are also included in the Provost's Newsletter
*Update of ORSP website in process

Fall 17/Spr 18

Spring, 2018

C.9. By the end of the Fall 2018 semester, ORSP will develop opportunities for faculty/staff to share their research and scholarly activities

Dir ORSP

*Planning underway for August event to showcase faculty research/creative activity

Spring, 2018

C.10. By the beginning of the spring 2019 semester, the CCI will develop an educational program for academic faculty, like Rising Stars

Assoc Provost

***NOTE: This is already available through SUNY; however, there are currently no identified funds to support individual's participation**

C.11. By the end of the 2018/19 academic year, the CCI Advisory Board will plan a series of specific programs for faculty & staff to meet the evolving needs of the student body

N/A

***Note: This is already included in the Academic Strategic Plan (Goal Area: Faculty & Staff, Diversity & Access)**

C.12. By the end of the spring 2020 semester, the Cabinet will recommend to the PC a variety of sabbatical options to support faculty scholarship that do not rely on full-year sabbaticals for funding

Provost's Cabinet

FOCUS AREA: Enhance the Student Experience

		Unit Responsible	Milestones	Date
Goal A: Enhance Students' Academic Life				
4	<u>Action Step 1:</u> Explore a range of options to celebrate student achievement	Extended Cabinet		
2	<u>Action Step 2:</u> Strengthen, expand, and coordinate opportunities for high-achieving students to engage in programs reflective of their academic potential	Dir OSRC	*OSRC Director identified; Office created to combine Honors, Kilmer, Undergraduate Research *Honors Lounge opened in Lougheed Learning Commons	Fall, 2017 Fall, 2017
2	<u>Action Step 3:</u> Identify high-achieving students with the potential of transferring out of SUNY Potsdam and develop individual pathways to increase retention	SSC (Data)/Dir OSRC	*Data available through SSC-Campus	Spring, 2018
2	<u>Action Step 4:</u> Increase the visibility of the Student Initiated Interdepartmental Major in order to increase students' enrollment in and completion of this student-customized academic degree option	Dir Interdisc Programs	*Initial planning underway	Fall 17/Spr 18
Goal B: Create Opportunities for Graduate Students to Develop a Distinct Identity and Community				
2	<u>Action Step 1:</u> Expand opportunities for graduate assistantships, particularly related to teaching and research	Dir Grad	Piloting first TA position in the History dept. for Fall 2018, and have greatly expanded positions in the Student Success Center for 18/19 year	
4	<u>Action Step 2:</u> Expand opportunities for graduate students to collaboratively engage in common interests and activities	Dir Grad		
3	<u>Action Step 3:</u> Implement GradCAS to enhance students' application experience	Dir Grad	*GradCAS implementation to launch for SP '19; currently in implementation and setup	
Goal C: Increase Student Retention and Graduation				
1	<u>Action Step 1:</u> Implement an advising/analytics tool to enhance retention and support student success	SSC	*SSC-Campus piloted; AY 2018 implementation	Fall 2018-Spr 2019
3	<u>Action Step 2:</u> Review current advising practices and related data, and enhance the effectiveness of academic advising for all students	Provost	*Establish "Student Completion" Task Force for AY19	
1	<u>Action Step 3:</u> Restructure the Student Success Center to enhance alignment of supports across campus and opportunities for student success	SSC	*Ongoing process of revision	Ongoing
2	<u>Action Step 4:</u> Continually assess and refine the academic probation program to support students who are at risk for academic failure; expand program as warranted	SSC	*AMP Program initiated; refinements ongoing	AY 2017; Ongoing
4	<u>Action Step 5:</u> Develop, implement, and assess programs specific to sophomore success	SSC		
2	<u>Action Step 6:</u> Collaborate across campus to support and expand the emergency food bank and other supports for students who are financially fragile	Provost	*Established "Student Care" Advisory Group, Faculty Liaisons	Spring, 2018
2	<u>Action Step 7:</u> Explore options for expanding the use of Open Educational Resources	Provost, Cabinet, Libraries	*Workshop sponsored by SUNY *Ongoing working group, facilitated by the Libraries *Implementation of SUNY grant	Fall, 2017 Fall 17/Spr18 Fall 17/Spr18
2	<u>Action Step 8:</u> Facilitate campus-wide discussions regarding ethical responsibilities related to recruitment and retention decisions	Retention Co	*Financial Plan proposed by Retention Co supported by PC; implementation in process	Spring, 2018

2	<u>Action Step 9</u> : Facilitate the creation of a Strategic Enrollment Management Plan for the campus	Provost	*EM Consultant providing report for campus	March, 2018
1	<u>Action Step 10</u> : Create an Interdisciplinary “department” focused on supporting exploratory students	Cabinet	*Task Force developed; proposal approved by PC in spring 2018	Fall 17/Spr18
2	<u>Action Step 11</u> : Implement component of financial aid literacy into onboarding/orientation for students	SSC/Asst Provost/Assoc Provost/OSS Team	*Piloting underway in summer 2018	Summer, 2018
2	<u>Action Step 12</u> : Address issues related to high textbook costs/impact on student success & retention	Libraries/Provost	*Textbook reserve policies changed w/in Libraries *Meetings held w/ Bookstore regarding options	Spring, 2018 Spring, 2018
Goal D: <i>Expand Learning Opportunities Beyond the Classroom</i>				
2	<u>Action Step 1</u> : Internationalize the student experience through the creation of a Freshmen Study Abroad program in Cuba	A&S Dean, Dir International	*Concept completed; working w/ Admissions for future cohorts	Fall, 2017
2	<u>Action Step 2</u> : Internationalize the student experience through the expansion of Study Abroad/Faculty-Led Courses across disciplines	Deans/Dir International	*New programming planned for Cuba (Art)	Spring, 2018
4	<u>Action Step 3</u> : Enhance visibility of and increase participation in the National Student Exchange	Dir International		
2	<u>Action Step 4</u> : Expand international enrollment through participation in the Chinese 1-2-1 program	Cabinet/Dir International	*1-2-1 status approved through AACU *Three-year window for success has been identified	Spring, 2017
2	<u>Action Step 5</u> : Support the implementation of the Applied Learning Initiative	Dir CAL/Assoc Provost	*Task Force identified to recommend leadership structure for CAL *Lougheed Applied Learning grants funded, implemented	Spring, 2018 Spring, 2018
4	<u>Action Step 6</u> : Make explicit the connections between the value of a Liberal Arts education and workplace competencies	Deans		
2	<u>Action Step 7</u> : In collaboration with Student Affairs, and through the SUNY PIF grant, develop “badges” or other methods to identify students’ competencies in workplace knowledge and skills	SSC/Asst Provost	*SUNY funding received; Work Group in process	Fall 17/Spr18
Goal E: <i>Enhance Academic Student Services</i>				
2	<u>Action Step 1</u> : Increase efficiencies in processes through the implementation of an online catalog	Registrar	*Implementation in process	Fall 17/Spr18
1	<u>Action Step 2</u> : Increase efficiencies in processes through the implementation of electronic transcribing	Registrar	*Implementation completed	Fall 17/Spr18
2	<u>Action Step 3</u> : Ascertain students’ experiences with student services, and identify potential barriers and opportunities, through forums or other means for direct student feedback	Assoc Provost/OSS Team	*Meetings and surveys conducted w/ students as part of the OSS (One-Stop) planning process	Spring, 2018
1	<u>Action Step 4</u> : Revise the withdrawal/leave of absence procedure to identify areas of support and intervention	Asst Provost	*Note: revisions are ongoing	Spring, 2018 Fall 16/Spr 17
2	<u>Action Step 5</u> : Identify additional models for student orientation, beyond those held on campus, to reach a wider audience of students	Asst Provost	*Groups are convening around this issue	Fall 17/Spr18
2	<u>Action Step 6</u> : Initiate a process for collaboration and communication across Academic Affairs, Student Accounts, and Financial Aid with a focus on improving student experiences and service through a one-stop student support center	Assoc Provost	*Student Accounts, Financial Aid transfer to Ac Affairs *Group meetings/retreats in process *OSS restructuring proposal approved by PC	Spring, 2018 Spring, 2018
1	<u>Action Step 7</u> : Integrate Career Services into Academic Affairs	Dir CAL	*Career Services transferred; Counselors hired	Fall, 2017

FOCUS AREA: Expand Student Access

Goal A: Expand Student Audiences to Provide Educational Access

		Unit Responsible	Milestones	Date
1	<u>Action Step 1:</u> Review academic programming at JCC/Watertown to ensure program viability and potential for growth	Dir Grad /Deans	*Ongoing process in collaboration with JCC admin	Ongoing
2	<u>Action Step 2:</u> Strengthen and expand undergraduate offerings at JCC/Watertown	Dir Grad/Deans	*EC partnership to begin in Fall 2018; Business enrollments expanding *Watertown coordinator identified *Business liaison identified *Education liaison identified	Fall, 2018 Fall, 2016 Fall, 2017 Fall, 2018
3	<u>Action Step 3:</u> Gather and analyze market and student interest data from the Watertown/Northern region to identify viable academic programming	Dir Grad	*Initial Watertown needs assessment completed, and in AY 18/19 the Consortium will conduct another community based assessment	Fall, 2016/ Spring 2019
3	<u>Action Step 4:</u> Gather and analyze market and student data from the Canadian region to identify viable academic programming	Dir Grad	With shift in Canadian coordinator, Grad Dir plans to meet with two retired principals in summer 2018 to work on gathering this information	
2	<u>Action Step 5:</u> Identify international audiences and programs to expand international enrollments on campus	Recruitment/Dir International	*Recruitment trips focused on CA market/international HS	Fall 17/Apr 18
4	<u>Action Step 6:</u> Develop a degree-completion program specific to non-traditional students	Deans	*Discussions initiated in A&S; could be aligned w/ proposed B.A. in Liberal Arts	Fall 17/Spr 18
2	<u>Action Step 7:</u> Expand the campus' online presence through the implementation of online programming	Assoc Provost	*New online programs in development *CAS College Teaching (online) approval in process	Fall 17/Apr 18
1	<u>Action Step 8:</u> Implement College Unlimited SUNY Potsdam (CUSP), focused on transitioning high-ability high school students into an early entry program on campus	Dir CUSP/SOEPS	*First cohort on campus fall of 2017	Fall, 2017

Goal B: Enhance Collaborations with Institutional Partners

3	<u>Action Step 1:</u> Review and revise transfer policies and procedures across academic programs to ensure ease of transfer from community colleges and other higher education institutions	Cabinet	*NOTE: SUNY initiative for the 2018/19 AY	
2	<u>Action Step 2:</u> Collaborate across campus constituencies to explore the feasibility and potential for a Higher Education Center at Potsdam, which could include partnerships with PK-12 schools and agencies, community colleges, and other SUNY higher education institutions	Provost/Cabinet	*NOTE: NCCC "Pathway to Potsdam" currently on hold per SUNY system	Fall 17/Spr 18
2	<u>Action Step 3:</u> Expand program-specific joint partnerships with community colleges and other regional partners	Deans	*Various articulation agreements signed/in process *Partnership w/ Anthropology, St. Lawrence College (Canada), & Akwasasnee; also discussions w/ Education *SOEPS expanded programs at JCC, resurrecting the joint CH/ECH major; working on articulations w/ NCCC & Queens College *Discussions initiated w/ Cobleskill (e.g., Education, Exercise Science, GIS)	Fall 17/Spr 18 Fall 17/Spr 18 Spring, 2018 Summer, 2018
4	<u>Action Step 4:</u> Collaborate with high school partners to ensure quality of coursework in dual admissions programs	Dir CUSP/SOEPS		

2 Action Step 5: Develop cross-registration agreement w/ JCC

Assoc Provost/Dir Grad

*JCC MOU in place;

*clarification still needed on the impact of MOUs on the Associated Colleges' cross registrations with SUNY Canton; our campus policies on cross registration need to be finalized

Spring 2018

FOCUS AREA: Embrace Diversity and Inclusion

		Unit Responsible	Milestones	Date
Goal A: Ensure students' academic experiences reflect the campus' values of diversity and inclusion				
3	<u>Action Step 1:</u> Provide specific professional development focused on infusing diversity and inclusion across the curriculum	PD Coordinator; Chief Diversity Officer/DEI		
2	<u>Action Step 2:</u> Encourage the infusion of diversity and inclusion in the revised General Education requirements	Asst Provost	*Gen Ed Task Force charged w/ including diversity; *Call for proposals to develop Diversity/Communication course for freshmen *Descriptor and process for course "diversity designator" drafted and sent to DEI	Fall 17/Spr 18 Spring, 2018 Spring, 2018
2	<u>Action Step 3:</u> Collaborate with constituencies across campus to provide language support/translation for families attending campus-wide events	SSC/Dir International	*Bilingual staff member available at Open Houses, Orientation	Summer 2017, Ongoing
4	<u>Action Step 4:</u> Collaborate with constituencies across campus to provide translated campus webpages and materials for students and their families	Provost/Campus Communications		
4	<u>Action Step 5:</u> Develop and implement a stand-alone or "bridge" ESL program for current and prospective international students	Cabinet/Dir International		
4	<u>Action Step 6:</u> Assess and refine the "Say What" FIG program for ELL students	Asst Provost		
2	<u>Action Step 7:</u> Facilitate cross-institutional visiting scholars to expand the campus' internationalization	Cabinet/Dir NEH/Dir International	*Fall 2018 NEH Scholar from Russia	Fall, 2018
3	<u>Action Step 8:</u> Encourage shared lectures and/or in-class experiences with international higher education partners	Cabinet/Dir International		
2	<u>Action Step 9:</u> Develop summer programming specific to international partners (faculty and students)	Cabinet/Dir International	*Conversations ongoing regarding summer programming for partners from India, China	Ongoing
Goal B: Support Diversity and Inclusion within the Faculty/Staff Experience				
1	<u>Action Step 1:</u> Enhance the recruitment/retention processes to increase the diversity of faculty and staff	Provost/Cabinet	*New guidelines piloted in AY 17, refined in AY 18; include adding SPOLR language	Refinement Ongoing
3	<u>Action Step 2:</u> Develop and support professional development opportunities specific to issues of diversity and inclusion within academics and the workplace	PD Coordinator/DEI		

FOCUS AREA: Support the Expansion of Creativity and Innovation

Goal A: Expand Students' Experiences in Creativity and Innovation

	Unit Responsible	Milestones	Date
1 <u>Action Step 1:</u> Create an innovative "MakerSpace" on campus that engages both faculty and students	Dir Libraries	*MakerSpace completed in Loughheed Learning Commons; printers donated	Fall, 2017
4 <u>Action Step 2:</u> Expand student and faculty participation in the annual Entrepreneurial competition	Career Counselors		
4 <u>Action Step 3:</u> Expand the annual Undergraduate Research Conference to include recognition for excellence in the arts	Dir ORSP/Dir OSRC		
4 <u>Action Step 4:</u> Develop an annual event celebrating the innovation and creativity of graduate students	Dir Grad		

Goal B: Expand Innovation and Creativity in Programmatic Opportunities

2 <u>Action Step 1:</u> Develop new models for graduate/certificate programming that include options for "stackable" certificates and degrees	Deans/Dir Grad	*Conversations underway in GIS, Music Business *College Teaching and Literacy Educator to be stackable into MSED C&I	AY 17/18 AY 17/18
4 <u>Action Step 2:</u> Develop academic programming specific to entrepreneurship	Deans		
2 <u>Action Step 3:</u> Collaborate with BOCES to develop new academic opportunities for the region	Deans/Dir Grad	*Planning underway to develop CAS for School/District Admins *SOEPS pipeline partnerships in Education *Phlebotomy course offered	Spring, 2018 Spring, 2018
4 <u>Action Step 4:</u> Revisit the Institute for the Arts, Science, and Technology to determine feasibility and potential new programmatic opportunities	Provost/Deans		
2 <u>Action Step 5:</u> Expand and integrate cross-disciplinary innovation and creativity through enhanced summer programming	Provost/Deans	*Working Group developed proposal related to CPS for possible Summer 2019 production; need to identify funding & faculty champion *Team collaborating on Arts programming w/ donor and Art Department for possible Summer 2019 initiative	Spring, 2018 Spring, 2018
3 <u>Action Step 6:</u> Explore a range of creative delivery models for academic experiences, including low residency programs	Deans/Dir Grad	*Planning underway to utilize low residency format for CAS in School/District Leader	
2 <u>Action Step 7:</u> Restructure the Arts on campus to expand interdisciplinary and creative student experiences	Cabinet	*Minor in Musical Theatre proposed; ready for Fall 2018 implementation *Arts Management major completed; ready for Fall 2018 implementation	Spring, 2018 Spring, 2018

Goal C: Enhance Processes to Encourage Innovation and Creativity

4 <u>Action Step 1:</u> Create an incubation process for identifying and implementing innovative academic programs	Cabinet	*Ongoing discussions at Provost's retreats and academic summits	
4 <u>Action Step 2:</u> Propose a funding model that incentivizes innovative and successful units/programs	Cabinet/CFO		

FOCUS AREA: Enhance Organizational Effectiveness

Goal A: Enhance Processes to Support Academic Experiences

	Unit Responsible	Milestones	Date
4 <u>Action Step 1:</u> Facilitate training in process management to enhance efficiencies in processes campus-wide	Cabinet		
2 <u>Action Step 2:</u> Develop a centralized source of information for faculty/staff via the website	Provost/Assoc Provost	*Revisions to Provost/CCI websites ongoing	Spring, 2018
1 <u>Action Step 3:</u> Initiate a regularly circulated Provost Newsletter to enhance communication across all academic units	Provost	*Frist Newsletter issued in Fall 2016; circulated monthly	Ongoing
4 <u>Action Step 4:</u> Propose a process for developing a centralized pool of funding to support Academic Affairs initiatives (e.g., new academic programs, faculty recruitment, and faculty/staff professional development)	Provost/CFO		

Goal B: Enhance Structures to Support Academic Experiences

2 <u>Action Step 1:</u> Identify opportunities to reduce academic "silos"	Provost	*Academic Affairs Visioning Task Force charged; initial report shared w/ Cabinet	Spring, 2018
2 <u>Action Step 2:</u> Restructure the Office of Graduate and Continuing Education to refocus on areas of academic priority	Dir Grad	*Proposals shared w/ PC; revisions ongoing	Ongoing
2 <u>Action Step 3:</u> Initiate dialogue to identify collaborative procedures for proposing areas for possible consolidation, growth, and/or prioritization	Cabinet	*Retreats held in Spring 2018 to develop criteria, rubric; initial planning underway	Spring, 2018
2 <u>Action Step 4:</u> Propose new structures for the budgeting process to empower units with strategic fiscal decision-making and to enhance transparency	ALL	*New budget templates adopted	Summer, 2017
2 <u>Action Step 5:</u> Within a shared governance framework, develop criteria and processes for identifying elements (e.g., programs, initiatives, committees, structures) for reduction or elimination	Cabinet	*Rubric developed and shared w/ faculty governance leaders	Spring, 2018