Academic Affairs Strategic Plan (AY 2018/19)

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

- 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

Update for AY 2018/19: At the conclusion of AY 2017/18, Action Steps were reviewed by the Provost's Extended Cabinet and the plan's spreadsheet was updated to reflect milestones, dates, and progress. Color coding was changed to reflect progress made to date by July 1, 2018. At that time, the AY17/18

The current AY 2018/19 Academic Affairs Strategic Plan was drafted based on the previous year's plan. All Focus Areas and Goals remained; however, Action Steps were reviewed for continuation, revision, deletion, and/or addition. This process occurred through a series of meetings in September/October of 2018 including through the Provost's Cabinet, Extended Cabinet, Academic Affairs Leadership Retreat, and Academic Affairs Summit. A focus was placed on reprioritizing existing Action Steps as well as considering whether these Action Steps aligned with the campus' Strategic Plan, aligned with "hopes" expressed by constituencies and the campus community, and were achievable. Feedback is continuously solicited on the plan through informal venues such as "Coffee and Conversation," the Provost's Newsletter, and Senate meetings.

In addition, the AY 2018/19 Academic Affairs Strategic Plan was reviewed for alignment with the four priority areas as identified by the SUNY Chancellor. These priorities include:

*Innovation & Entrepreneurship (e.g., OER, Open Access)

*Individualized Education (e.g., seamless transfer, micro-credentials, online, analytics, non-trad,

*Sustainability

*Partnerships (e.g., businesses, philanthropy)

Action Steps in the Strategic Plan that align directly with these system-wide priorities are indicated through blue text.

The current Academic Affairs Strategic Plan is a "living" document that will continually be updated as progress is made with existing Action Steps and new priorities are established by the College and/or

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*

NOTE: *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 maroon.*

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

	Unit Responsible	Milestones	Date

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

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; anticipate completion in spring 2019	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; completed in fall 2018	Summer/Fall 2018
		*The process is in place for most SOEPS programs as they are seeking national certification (BA is in process)	Spring, 2018
		*Developing communication plan to facilitate timely completion of assessment requirements; to be implemented in AY 2019/29	February, 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/Registered	Spring, 2018
		*CAS College Teaching (registered)	Fall, 2018
		*MS Management (revision of OPT); registered	Spring, 2018
		*Discussions initiated regarding graduate certificate in Music Technology	Spring, 2018
		*MSED Instructional Tech; plan to deactivate and move to C&I	Fall, 2019
		*Agreement signed w/ BA Arts Management & Arts MA at Purchase	Nov, 2018
		*Initial discussion w/ Oswego re Mental Health Counseling; may include certificate in Rural Health	Nov, 2018
		*Articulation agreement w/ Rockefeller- pipeline to MS in International Affairs	Nov, 2018

			*School/District Leader; discussions and planning underway w/ SUNY Plattsburgh & BOCES; program review by SOEPS Ac Affairs; will be submitted to Senate 2/19	February, 2019
			*MSED Literacy Ed discontinued; MSED Literacy degree modified to enhance student access and completion	Spring, 2019
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
			*Senate vote to affirm continuation of work	December, 2018
			*WAYS courses piloted	Fall 18/Spr 19
			*Program framework under review by Senate APCC	Spring, 2019
			*Vote on proposal scheduled for Senate	April, 2019
			*First Year Seminars finalized	Spring, 2019
4	*Action Step 4*: Once approved through faculty governance, review the General Education program for alignment with the new SUNY system General Education guidelines; revise as needed		[Note: use of Microcredentials will focus on Sustainability]	
4	Action Step 5: 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*	*Revision Working Group in process (Fall, 2018); Faculty Checklist form created	Fall 17/Spr 18/ Fall 2018
			*Working groups complete reviews; sent to FS Exec	Fall, 2018
			*New program approval process being piloted	Spring, 2018
1	Action Step 2: Through an annual meeting of the Academic Affairs Leadership, review and update the Academic Strategic Plan; disseminate the annual review	*Provost*	*Annual Fall Extended Cabinet/Ac Leadership Retreat reviews strategic goals; process is in place	Ongoing
			*Feedback sought on Plan drafts via annual Summit, Faculty Senate, Coffees, and other venues; plan also posted on provost's website	
3	Action Step 3: Develop a process for assessing the success of new academic programs, including whether enrollment goals are met, and identifying possible program revisions (or recommendations for discontinuance).	*Provost's Cabinet*		
4	Action Step 4: Using the process developed, for review of new programs, deans will work with their faculty to review new academic programs and, as appropriate, make recommendations for revision (or discontinuance).	*Deans*		

Goal C: *Provide Necessary Programmatic Tools and Resources*

4	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 (account re-established)
			*Need to develop a process for identifying new/ongoing curricular equipment needs and regularize funding streams necessary		
2	Action Step 2: 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); assessment of spaces for tech needs completed by CTS (AY18)		Initiated Fall, 2017
1	Action Step 3: 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
			*DL classroom completed and in use		Fall, 2018
2	Action Step 4: Implement SUNY-wide Alma Library Service Platform to support increased and easier resource sharing for students/faculty	*Dir Libraries*	*Alma implementation underway		Fall 18/Spr 19

Campus Action Steps: *Academic Excellence*

2	C.1. 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		Spring, 2018
			*Post-Bacc certificate in Pre-Health is in progress		
			*Discussions in Crane regarding expanding Music Business to include options for no/alternative audition		AY 18/19
			*B.S. Computer Science Educator in process		Summer, 2018
			*B.A. Computer Science Educator sent for comment (SUNY); external review & SUNY submission underway		Fall, 2018/Spr 2019
			*Minors in Sports Management & Disabilities Studies approved in Spr 2018; courses being offered in Spring, 2019		Spring, 2019
			*Minor in Applied Math approved		Fall, 2018
			*Programs in development: BS Nanoscience, BS Environmental Science, B.A. Liberal Arts, B.A. International Health, Music Minor		AY 18/19
			*New yield strategies underway across all Schools and the Watertown site		Spring, 2019
2	C.2. 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
			*Expansion of MS Management, BA/BS in CH/ECH at JCC		Spring, 2019

| 4 | C.3. 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*

2	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)	*Provost*	*Recruitment/Retention Award initiated	Summer, 2017
			*Website creation underway to highlight faculty/staff accomplishments; will be used as basis for expanding award nominations	Fall, 2018/Spring 2019
			*Have completed clarification of campus processes regarding Distinguished Professor nominations	Fall, 2018
2	Action Step 2: Reconvene Online Task Force to assess first year implementation of the "credentialing" process and recommend revisions	*Assoc Provost*	*Task Force reconvened; review and assessment to be completed in AY19	Fall, 2018
3	Action Step 3: Based in the recommendations of the Online Tasking Force, revise and implement processes for streamlining approval processes for online courses and enhancing faculty support	*Assoc Provost*		
3	Action Step 4: Review/Revise policies related to compensation (e.g., release time, stipends) for extra service to ensure equity across units and schools through a transparent process	*Cabinet*		
3	Action Step 5: Work with the Chairs' Council to identify areas from the COACHE survey related to faculty/staff morale, and recommend strategies to enhance morale (e.g., workload, compensation, PD)	*Cabinet*	*COACHE survey conducted; review of data underway	Spring, 2017
4	Action Step 6: Develop a staff version of the COACHE survey to include all professional staff on campus and any faculty not covered in previous COACHE survey (e.g., Librarians)	*Cabinet*		

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

2	Action Step 1: Through the development and dissemination of recommended guidelines, clarify expectations for preparing P&T documentation 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*	*Draft guidelines shared w/ faculty leadership	Fall, 2018
2	Action Step 2: 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*	*Draft shared w/ faculty leadership	Fall, 2018

3	Action Step 3: Develop and implement a timeline and process for supporting faculty research and scholarly activities, including (but not exclusive to) course releases and financial support	***Cabinet***	*Note: Lougheed Applied Learning grants include options related to faculty travel; donor funds also available thru the Schools	Spring, 2018
2	Action Step 4: Increase faculty and staff involvement across all units in the campus' shared governance	***Cabinet/Fac Leadership***		

Goal C: *Enhance Opportunities for High Quality Professional Development*				
1	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	Fall 17/Spr 18
			*PD coordinator hired (.5 FTE)	Fall 2017
4	Action Step 2: Review and revise sabbatical and Drescher leave policies to ensure equity in processes and expand opportunities; identify processes and timeline for implementation	***Cabinet***		
1	Action Step 3: Develop opportunities specific to enhancing the leadership potential of faculty and staff	***Assoc Provost/PD Coordinator/Assoc Dean***	*Chair seminars developed/offered to current and prospective chairs (through A&S); opportunities available through Associated Colleges & SUNY	Fall, 2018
2	Action Step 4: Enhance technology support, access, and training for faculty and staff	***PD Coordinator/Media Design***	*Programming offered through CCI	Fall 17/Spr 18
1	Action Step 5: 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
4	Action Step 6: Identify resources to enable the hiring of a CCI Director, appropriate staffing, and adequate funding to ensure that campus-wide strategic goals can be met	***Provost/ President's Council***		

Campus Action Steps: *Collaboration (Professional Development)*				
1	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	Spring, 2018
			*Report draft completed; final draft to be submitted to the provost in spring 2019	Spring, 2019
1	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 Ac Strategic Plan (Goal: Fac/Staff)***	

			A&S has developed & implemented a chair mentoring program for all of the Schools' current and prospective chairs	Fall, 2018
2	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)*	Fall, 2018 and ongoing
2	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	*Media Design/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, 2019
1	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*	*August 2018 event re-initiated to showcase faculty research/creative activity	August, 2018
N/A	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*	
2	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	*CCI PD Coordinator*	*Program planning underway specific to DEI goals and the new generation of college students *Events will be occurring throughout 2019	Fall, 2018
4	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*		

Priority 1- Completed
Priority- 2 In Process
Priority 3- Initiate AY19 (Fall 18/Spr 19)
Priority 4- Initiate AY20-22

		Unit Responsible	Milestones	Date
	FOCUS AREA: Enhance the Student Experience			

Goal A: *Enhance Students' Academic Life*

		Unit Responsible	Milestones	Date
4	Action Step 1: Explore a range of options to celebrate student achievement	**Extended Cabinet**		
1	Action Step 2: 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	Action Step 3: Identify high-achieving students with the potential of transferring out of SUNY Potsdam and develop individual pathways to increase retention	**SSC (Data)/Dir OSRC**	*SSC to pull list of high-achieving students and coordinate with CAL on messaging through Navigate	Spring, 2019
1	Action Step 4: 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 *Visibility of Interdisciplinary programs enhanced in marketing materials, Open Houses, etc. *Dept of Interdisciplinary Studies created	Fall 17/Spr 18 Spring, 2017 Fall, 2018

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

		Unit Responsible	Milestones	Date
2	Action Step 1: 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 *TA positions added to LoCAL/Career Services/CCI	Fall, 2018 2018/19
4	Action Step 2: Expand opportunities for graduate students to collaboratively engage in common interests and activities, with the initial goal of 1-2 activities per academic year	**Dir Grad**		
4	Action Step 3: Implement GradCAS to enhance students' application experience	**Dir Grad**	*To be prioritized after SLATE implementation	

Goal C: *Increase Student Retention and Graduation*

		Unit Responsible	Milestones	Date
2	***Action Step 1*: Review current advising practices and related data, and enhance the effectiveness of academic advising for all students**	**Provost**	***Establish Advising Task Force** ***Initial meeting held to charge the Task Force; preliminary report due to the Provost at the end of the Spr 19 semester**	January, 2019 3-Jan-19
1	Action Step 2: 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

2	*Action Step 3*: Develop, implement, and assess programs specific to sophomore success, beginning with research into attrition trends and use of SSC-Campus to engage students	*SSC/IE*	*Enrollment census pilot in Spr 2019, focused on DFW courses	February, 2019
			*Planning underway in SSC for sophomore outreach	Spring, 2019
1	Action Step 4: 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
			*Emergency fund established/ coordinated through the SSC	Spring, 2018
			*Food bank expanded; moved to larger location	Fall, 2018
			*Work underway to create clothing banks	Fall, 2018
			*Community liaison established; on campus weekly to support students w/ financial questions/issues	Fall, 2018
1	*Action Step 5*: Explore options for expanding the use of Open Educational Resources	*Provost, Cabinet, Libraries*	*Workshop sponsored by SUNY	Fall, 2017
			*Ongoing working group, facilitated by the Libraries	Fall 17/Spr18
			*Implementation of SUNY grant	Fall 17/Spr18
2	*Action Step 6*: Increase the number of courses/course sections utilizing OER by 20% (as compared to Fall, 2017)	*Provost, Deans, Asst Provost*	*Piloting underway	Fall, 2018
2	Action Step 7: 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	Action Step 8: Support the creation of a Strategic Enrollment Management Plan for the campus	*Provost*	*EM Consultant report completed	March, 2018
			*Search for VP EM underway	Spring, 2019
2	Action Step 9: Implement component of financial aid literacy into onboarding/orientation for students; assess effectiveness and make recommendations for refinement	*SSC/Asst Provost/Assoc Provost/OSS Team*	*Piloted in summer 2018	Summer, 2018
2	Action Step 10: Address issues related to high textbook costs/impact on student success & retention	*Libraries/Provost*	*Textbook reserve policies changed w/in Libraries	Spring, 2018
			*Meetings held w/ Bookstore regarding options	Spring, 2018
			*Coffee & Conversation topic	Nov, 2018
2	Action Step 11: Reevaluate and assess the effectiveness of FIGs	*Dir SSC/Assist Provost*	*Assessments underway for FIGs, FYE, FSS	Spring, 2019
2	Action Step 12: Explore viability of half-term courses, specifically in terms of enhancing student retention; develop plan for implementation	*SSC/Assist Provost*	*Pilots underway with Chemistry, Career Services	Spring, 2019
3	Action Step 13: Expand special sessions course offerings with the explicit goal to help students improve their GPA, meet S.A.P; including expansion of online courses and online tutoring	*SSC/Assist Provost*	*Online tutoring activated in fall 2018; continues in spring 2019	AY 18/19
2	Action Step 14: Develop and implement a plan to cease charging punitive library fines and fees	*Dir Libraries*	*Discussion and planning underway	Spring, 2019

Goal D: *Expand Learning Opportunities Beyond the Classroom*

	Action Step	Responsible	Status	Timeline
2	Action Step 1: 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
1	Action Step 2: Internationalize the student experience through the expansion of Study Abroad/Faculty-Led Courses across disciplines	**Deans/Dir International**	*New programming ongoing	
4	Action Step 3: Enhance visibility of and increase participation in the National Student Exchange, with the goal of increased marketing/recruitment	**Dir International**		
2	Action Step 4: Expand international enrollment through participation in the Chinese 1-2-1 program	**Cabinet/Dir International**	*1-2-1 status approved through AASCU *Three-year window for success (i.e., enrollment of first cohort) has been identified	Spring, 2017
2	***Action Step 5*: 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** ***Task Force report received; recommendations being considered** ***LoCal Director identified; will begin FT duties July, 2019**	**Spring, 2018** **Spring, 2018** **Fall, 2018** **July, 2019**
4	Action Step 6: Make explicit the connections between the value of a Liberal Arts education and workplace competencies	**Deans**		
2	***Action Step 7*: In collaboration with Student Affairs, and through the SUNY PIF grant, develop "badges," Micro-credentials, or other methods to identify students' competencies in workplace knowledge and skills**	**SSC/Asst Provost**	***SUNY funding received; Work Group in process** ***Work Group to present findings to the Senate** ***Micro-credentials active; process has been established for submission, review, approval of proposed programs**	**Fall 17/Spr18** **Fall, 2018** **Spring, 2019**

Goal E: *Enhance Academic Student Services*

	Action Step	Responsible	Status	Timeline
1	Action Step 1: Increase efficiencies in processes through the implementation of an online catalog	**Registrar**	*Available online; process completed *Developing revision process and timeline	Spring, 2019 Spring, 2019
1	Action Step 2: 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
2	Action Step 3: 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	Action Step 4: 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 Summer, 2018

*Two-year implementation plan in process; OSS to open in 2019

*One Stop opened and operational!   January, 2019
*Ongoing cross-office collaborations, streaming of processes,   Spring, 2019
coordination

| 2 | Action Step 5: Come into full compliance with SOT (Student Outcomes Tracking) requirements | *Assoc Provost* | *SOT working group formed | Spring, 2019 |
| 2 | Action Step 6: Implement degree planning software module through existing DegreeWorks (BearDen) platform | *SSC/Registrar* | *Process has begun w/ Registrar, SSC, SICAS, CTS; plan to pilot with SSC advising staff in fall 2019 | Spring, 2019 |

Priority 1- Completed
Priority- 2 In Process
Priority 3- Initiate AY19 (Fall 18/Spr 19)
Priority 4- Initiate AY20-22

		Unit Responsible	Milestones	Date

FOCUS AREA: Expand Student Access

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

		Unit Responsible	Milestones	Date
2	Action Step 1: Strengthen and expand undergraduate offerings at JCC/Watertown	**Dir Grad/Deans**	*EC partnership to begin in Fall 2019; Business enrollments expanding	Fall, 2018
			*Watertown coordinator identified	Fall, 2016
			*Business liaison identified	Fall, 2017
			*Education liaison identified	Fall, 2018
			*Plan to implement BA SIIM by fall, 2020	
2	*Action Step 2*: **Gather and analyze market and student interest data from the Watertown/Northern region to identify viable academic programming including non-traditional and veteran markets**	*Dir Grad*	*Initial Watertown needs assessment completed	**Fall, 2016**
			*Watertown team gathering data on new programming	**Spring, 2019**
2	Action Step 3: Gather and analyze market and student data from adjacent Canadian provinces to identify viable academic programming with the goal of increasing enrollment (undergrad & grad)	**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	
			*Meetings ongoing	Spring, 2019
4	Action Step 4: Identify international audiences and programs to expand international enrollments on campus	**Recruitment/Dir International**	*Note: Recruitment activities may be refocused once the VP for EM is hired	
2	*Action Step 5*: **Develop a degree-completion program specific to non-traditional (i.e., adults, veterans, current military) students through the School of A&S**	*Deans*	*Discussions initiated in A&S; initial focus on implementing the SIIM at JCC	**Fall 18/Spr 19**
2	*Action Step 6*: **Expand the campus' online presence through the implementation of online programming, with the goal of increasing the number of online offerings by 20% (AY19 to AY20)**	*Assoc Provost*	*New online programs in development	**Fall 17/Apr 18**
			*CAS College Teaching (online) approved; also added to Open SUNY navigator	**Fall, 2018**
			*Certificate in Applied Anthropology to be submitted to SUNY	**Fall, 2018**
			*Certificate of Music Technology in process	
			*CAS Public Health on hold (accreditation to be completed)	
			*Certificate in GIS on hold (completion of Environ Science degree to occur first)	
			*Established faculty-led "Online Teaching Fellows" to advocate for collaboration and quality	**Nov, 2018**
			*Initial discussions underway to move the MS Management entirely online by 2022	**Dec, 2018**
4	*Action Step 7*: **Research implications of moving winter session entirely online; develop implementation plan based on findings**	*Cabinet*	*Note: Discussions underway regarding possible calendar changes to reduce winterim and expand Maymester	**Spring, 2019**

#	Action Step	Responsible	Status/Notes	Timeline
2	***Action Step 8*: Pilot a 2+2+1 program at the JCC campus**	*Dir of Graduate/ Continuing Education*	***Currently in place for all Potsdam students into MS Management program**	**Spring, 2019**
3	Action Step 9: Connect w/ existing programs serving diverse populations (e.g., C-STEP, Upward Bound, Talent Search) to create opportunities for prospective students to visit campus and engage w/ Potsdam faculty/staff/students	**Asst Provost, SSC**	M. Popovich and M. LaVine to meet with International Charter School students in NYC	March, 2019
4	***Action Step 10*: Assess the campus' existing PLA (Prior Learning Assessment) policies and explore potential partnerships (e.g., ACE, Empire State) to increase PLA offerings with a specific goal of increasing the pipeline of adult/non-traditional and veteran students**	*Asst Provost, SSC, Registrar*		
4	***Action Step 11*: Based on findings and recommendations regarding expanding the campus' PLA presence, implement a pilot PLA initiative in collaboration w/ interested academic departments**	*Provost's Cabinet*		

Goal B: *Enhance Collaborations with Institutional Partners*

#	Action Step	Responsible	Status/Notes	Timeline
2	***Action Step 1*: 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**	
			*Transfer Committee developed, focused short-term on outreach to depts and long-term on creating a body to review articulations and increase partnerships	**Nov-18**
4	***Action Step 2*: 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	***Action Step 3*: Expand program-specific joint partnerships with community colleges and other regional partners**	*Deans*	***Various articulation agreements signed/in process**	**Fall 17/Spr 18**
			*Partnership w/ Anthropology, St. Lawrence College (Canada), & Akwasasnee; also discussions w/ Education	**Fall 17/Spr 18**
			*SOEPS expanded programs at JCC, resurrecting the joint CH/ECH major; working on articulations w/ NCCC & Queens College	**Spring, 2018**
			*Discussions initiated w/ Cobleskill (e.g., Education, Exercise Science, GIS)	**Summer, 2018**
			*Follow-up calls w/ Cobleskill (Cybersecurity, summer immersion, EC/Ed MST, MS Management, MS Community Health)	**Nov/Dec, 2018**
			* Initial discussions w/ BOCES re: CJ	**Nov, 2018**
			*Initial discussions w/ Clinton re: CIIM, CJ, Psychology	**Nov, 2018**
			*Transfer Advisory Group established and active	**Fall, 2019**
			*Transfer agreement w/ JCC into Philosophy	**February, 2019**
1	***Action Step 4*: Collaborate with high school partners to ensure quality of coursework in dual admissions programs**	*Dir CUSP/SOEPS*	***Ongoing collaboration w/ academic faculty**	**Ongoing**
2	Action Step 5: Develop cross-registration agreement w/ JCC	**Assoc Provost/Dir Grad**	*JCC MOU in place;	Spring 2018

*Next steps: need to revise fee structures per new SUNY cross-reg guidance

2	Action Step 6: Clarify and refine cross-registration policies; develop cross-registration agreements with other institutional partners	*Assoc Provost/ Asst Provost*	*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; will reassess in Summer, 2019 Spring, 2019
3	***Action Step 7*: Identify existing campus events (CSTEP, Anthropology Fair, Field School, Science Fair, travel courses, etc.) to bring potential transfer students to campus to expand efforts at direct recruitment**	**Cabinet/Chairs**	
3	***Action Step 8*: Explore the feasibility of partnering w/ a SUNY institution to offer a program in Mental Health Counseling at Potsdam (departmental partners could include Psychology, Sociology, PHHP, Potsdam Counseling Office)**	**Dir, Graduate & Continuing Education; Deans**	
3	***Action Step 9*: Expand potential transfer pipelines by explicitly inviting students/faculty from community colleges to campus to attend events (e.g., Anthro Fair, LoKo, Research Fair, travel courses, field schools)**	**Deans; all Academic Units**	

Priority 1- Completed
Priority- 2 In Process
Priority 3- Initiate AY19 (Fall 18/Spr 19)
Priority 4- Initiate AY20-22

		Unit Responsible	Milestones	Date

FOCUS AREA: Embrace Diversity and Inclusion

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

		Unit Responsible	Milestones	Date
1	Action Step 1: Provide specific professional development focused on infusing diversity and inclusion across the curriculum	*PD Coordinator; Chief Diversity Officer/DEI*	*DEI workshop on inclusive pedagogy	Aug-18
2	Action Step 2: Encourage the infusion of diversity and inclusion in the revised General Education requirements	*Asst Provost*	*Gen Ed Task Force charged w/ including diversity;	Fall 17/Spr 18
			*Call for proposals to develop Diversity/Communication course for freshmen	Spring, 2018
			*Descriptor and process for course "diversity designator" drafted and sent to DEI	Spring, 2018
			*Piloting "Talking About Diversity" FY courses	Spring, 2019
2	Action Step 3: Collaborate with constituencies across campus to provide language support/translation for families attending campus-wide events	*SSC/Dir International/DEI*	*Bilingual staff member available at Open Houses, Orientation	Summer 2017, Ongoing
			*Note: Website support on hold as campus-wide website redesign is in process	
			*Ad Hoc committee formed to focus on multi-lingual student issues	December, 2018
			*Guest to campus- Gail Shuck	December, 2018
2	Action Step 4: Facilitate cross-institutional visiting scholars to expand the campus' internationalization	*Cabinet/Dir NEH/Dir International*	*Fall 2018 NEH Scholar from Russia	Fall, 2018
2	Action Step 5: Encourage shared lectures and/or in-class experiences with international higher education partners	*Cabinet/Dir International*	*Chilean panel discussion	Spring, 2019
			*SOYLIA project	Ongoing
2	Action Step 6: Develop summer programming specific to international partners (faculty and students)	*Cabinet/Dir International*	*Conversations ongoing regarding summer programming for partners from India, China	Ongoing
2	Action Step 7: Expand/strengthen curricular offerings and academic experiences focused on the region's Native American and Indigenous student population	*Provost*	*"Native American Campus Working Group" established	Nov, 2018
			*Native American Studies minor being evaluated for revision	Spring, 2019
3	Action Step 8: Enhance opportunities to share indigenous knowledge to the campus community	*Asst Provost/CCPD*	*Knowledge Keepers program in discussion	Spring, 2019

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

		Unit Responsible	Milestones	Date
3	Action Step 1: Develop and support professional development opportunities specific to issues of diversity and inclusion within academics and the workplace	*DEI*		

		Unit Responsible	Milestones	Date

FOCUS AREA: Support the Expansion of Creativity and Innovation

Goal A: *Expand Students' Experiences in Creativity and Innovation*

		Unit Responsible	Milestones	Date
4	Action Step 1: Identify ways to celebrate students' excellence in the arts in addition to undergraduate research (e.g., through LoKo, Days of Reflection, Learning & Research Fair, spring "extra" days); perhaps through "Events of Distinction"	*Dir ORSP/Dir OSRC*		
3	Action Step 2: Develop an annual event celebrating the innovation and creativity of graduate students, integrating graduate students' involvement in the event	*Dir Grad*		
3	Action Step 3: Initiate planning for the hosting of SURC (SUNY Undergraduate Research Conference) in spring 2020	*Dir OSRC, Dir LoCAL*		

Goal B: *Expand Innovation and Creativity in Programmatic Opportunities*

		Unit Responsible	Milestones	Date
2	***Action Step 1*:** **Develop new models for graduate/certificate programming that include options for "stackable" certificates and degrees**	*Deans/Dir Grad*	***Conversations underway for grad certificate in Music Technology**	**AY 18/19**
			***College Teaching and Literacy Educator to be stackable into MSED C&I**	**AY 17/18**
			***Discussions w/ SUNY Plattsburgh to use online courses in proposed school/district leader program**	**Spring, 2018**
2	***Action Step 2*:** **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**	**Spring, 2018**
			***Phlebotomy course offered**	**Spring, 2018**
2	Action Step 3: Expand and integrate cross-disciplinary innovation and creativity through enhanced summer programming	*Provost/Deans/Asst Provost*	*Working Group developed proposal related to CPS for possible Summer 2019 production; need to identify funding & faculty champion	Spring, 2018
			*Team collaborating on Arts programming w/ donor and Art Department for possible Summer 2020 initiative	Ongoing
			*Learning University planning underway through Heckscher Foundation funding; 3-week pre-college program to be initiated in summer 2019	Spring, 2019
3	Action Step 4: 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	Action Step 5: Expand interdisciplinary and creative student experiences related to the Arts across campus	*Cabinet*	*Minor in Musical Theatre approved ready for Fall 2018 implementation	Spring, 2018
			*Arts Management major completed; ready for Fall 2018 implementation	Spring, 2018

*Music Minor

4	Action Step 6: Develop teams/processes/resources to help departments review, revise, and futureproof major offerings to keep the curriculum in line with student needs/opportunities	*Chairs/Directors Council*	

Goal C: *Enhance Processes to Encourage Innovation and Creativity*

3	Action Step 1: Create an incubation process for identifying and implementing innovative academic programs	*Cabinet*	*Ongoing discussions at Provost's retreats and academic summits
3	Action Step 2: Develop an enrollment-based incentive model for special sessions (winter, summer) and other revenue-generating programs	*Cabinet/CFO/Dir Grad*	*Note: related to Faculty/Staff Goal B Action Step 5
4	Action Step 3: Identify or create an office/position to assist with planning/organizing academic workshops/conferences (like TESA)	**Dir Grad/Continuing Ed**	

Priority 1- Completed
Priority- 2 In Process
Priority 3- Initiate AY19 (Fall 18/Spr 19)
Priority 4- Initiate AY20-22

		Unit Responsible	Milestones	Date

FOCUS AREA: Enhance Organizational Effectiveness

Goal A: *Enhance Processes to Support Academic Experiences*

2 Action Step 1: Facilitate training in process management to enhance efficiencies in processes campus-wide	*Cabinet*	*Frist group to be trained; pilot project uses faculty expertise	Spring, 2019
2 Action Step 2: Develop a centralized source of information for faculty/staff via the website	*Provost/Assoc Provost*	*Revisions to Provost/CCI websites ongoing	Spring, 2018
4 Action Step 3: 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*		
3 Action Step 4: Develop and initiate a process wherein unanticipated Action Steps are added to the Strategic Plan in order to fully document the range of activities/goals completed across the academic year	*Provost's Cabinet*		

Goal B: *Enhance Structures to Support Academic Experiences*

2 Action Step 1: Identify opportunities to reduce academic "silos"	*Provost*	*Academic Affairs Visioning Task Force charged; initial report shared w/ Cabinet *Follow-up Working Group recommended by the Task Force	Spring, 2018 Fall, 2018
1 Action Step 2: Restructure the Office of Graduate and Continuing Education to refocus on areas of academic priority	*Dir Grad*	*Proposals shared w/ PC; revisions ongoing *CLEAR dissolved; Division of Grad refocused	Ongoing Fall, 2018
2 Action Step 3: 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 *Program review rubric shared w/ campus faculty leadership	Spring, 2018 Fall, 2018
1 Action Step 4: 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 Action Step 5: 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
3 Action Step 6: Enhance use/training/support related to existing technologies to enhance instruction and administrative functions	*CCI, Assoc Provost (w/ CIO)*		
2 *Action Step 7*: Implement the Board of Trustees' Open Access policy by March of 2020	*Dir of Libraries*		

Priority 1- Completed

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Action Steps Completed

Goal A: *Enrich and Expand the Curriculum*

Goal B: *Review and Revise Organizational Practices*

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

Goal C: *Provide Necessary Programmatic Tools and Resources*

Action Step: 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

Action Step: Assess options for an LMS that most appropriately supports best practices in multiple instructional formats; provide training and plan for implementation as appropriate

Campus Action Steps: *Academic Excellence*

By Fall 2018, initiate an assessment for programming needs at our Jefferson Community College extension site, to ensure adequate resources are provided

FOCUS AREA: Support the Success of Faculty and Staff

Action Steps Completed

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

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

Revise and clarify processes for identifying and nominating Distinguished faculty members

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

Enhance the effectiveness of New Faculty Orientation and Seminars

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

FOCUS AREA: Enhance the Student Experience

Action Steps Completed

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*

Implement an advising/analytics tool to enhance retention and support student success

Restructure the Student Success Center to enhance alignment of supports across campus and opportunities for student success

Create an Interdisciplinary "department" focused on supporting exploratory students

Goal D: *Expand Learning Opportunities Beyond the Classroom*

Goal E: *Enhance Academic Student Services*

Increase efficiencies in processes through the implementation of electronic transcripting

Revise the withdrawal/leave of absence procedure to identify areas of support and intervention

Integrate Career Services into Academic Affairs

FOCUS AREA: Expand Student Access

Action Steps Completed

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

Review academic programming at JCC/Watertown to ensure program viability and potential for growth

Implement College Unlimited SUNY Potsdam (CUSP), focused on transitioning high-ability high school students into an early entry program on campus

Goal B: *Enhance Collaborations with Institutional Partners*

FOCUS AREA: Embrace Diversity and Inclusion

Action Steps Completed

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*

Enhance the recruitment/retention processes to increase the diversity of faculty and staff

FOCUS AREA: Support the Expansion of Creativity and Innovation

Action Steps Completed

Goal A: *Expand Students' Experiences in Creativity and Innovation*

Create an innovative "MakerSpace" on campus that engages both faculty and students

Goal B: *Expand Innovation and Creativity in Programmatic Opportunities*

Goal C: *Enhance Processes to Encourage Innovation and Creativity*

FOCUS AREA: Enhance Organizational Effectiveness

Action Steps Completed

Goal A: *Enhance Processes to Support Academic Experiences*

Initiate a regularly circulated Provost Newsletter to enhance communication across all academic units

Goal B: *Enhance Structures to Support Academic Experiences*