Academic Affairs Strategic Plan (AY 2020/2021)

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

**Update for AY 20/21:** Do to the COVID-19 pandemic, and the resulting rapid shift to virtual instruction and subsequent campus-wide emergency planning, a spring Academic Affairs Retreat was not held. The spring retreats provide the opportunity for the academic leadership and key constituents to review the Plan, update goals, reprioritize, and make recommendations for new goals and/or action steps for the coming academic year. In lieu of a Retreat, the AY19/20 Plan was posted on Teams for review and updates from the Extended Cabinet, then archived on the Provost's website.
The current AY 2020/21 Academic Affairs Strategic Plan was drafted in September of 2020 based on the previous year's plan. All Focus Areas remained; however, Goals and Action Steps were reviewed for continuation, revision, deletion, and/or addition. This process occurred with the input of the Provost's Cabinet, Extended Cabinet, and Faculty Senate leaders. A focus was placed on reprioritizing existing Action Steps as well as considering whether these Action Steps align with the campus' Strategic Plan and are achievable. In addition, a focus was placed on alignment with the four Institutional Priorities that have been identified by the campus as part of the MSCHE self-study review process: Strategic Enrollment Management, Creativity, Inclusive Excellence, and Strategic Decision Making. This alignment is indicated as appropriate for each Goal area. "Imperative" action steps were also identified, reflecting priorities identified by the Chancellor, President, and/or mandatory compliance. Feedback on the Academic Affairs Strategic Plan is continuously solicited on the plan through informal venues such as the Provost's Newsletter and Senate meetings.

**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.

**NOTE:** Action steps that relate to SUNY system priorities, initiatives, or mandates are indicated in bold/blue with an asterisk.

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: Solidify the Foundations of SUNY Potsdam's Academic Curriculum

Goal A: Enrich and Expand the Curriculum

**FOCUS AREA: Support the Success of Faculty and Staff**

Goal A: Support a Positive Work/Life Balance

Goal B: Enhance Opportunities for High Quality Professional Development and Support for Scholarship/Creative Activities

**FOCUS AREA: Enhance the Student Experience**

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

Goal B: Enhance the Effectiveness of Advising for all Students

Goal C: Increase Student Success through a Focus on Retention

Goal D: Facilitate Initiatives that Enhance Student Recruitment
### FOCUS AREA: Expand Student Access

<table>
<thead>
<tr>
<th>Goal A</th>
<th>Expand Student Audiences to Provide Educational Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal B</td>
<td>Enhance Collaborations with Institutional Partners</td>
</tr>
<tr>
<td>Goal C</td>
<td>Enhance Access by Removing Financial Barriers</td>
</tr>
</tbody>
</table>

### FOCUS AREA: Embrace Diversity and Inclusion

<table>
<thead>
<tr>
<th>Goal A</th>
<th>Ensure Students’ Academic Experiences Reflect the Campus’ Values of Diversity and Inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal B</td>
<td>Support Diversity and Inclusion within the Faculty/Staff Experience</td>
</tr>
</tbody>
</table>

### FOCUS AREA: Support the Expansion of Creativity and Innovation

<table>
<thead>
<tr>
<th>Goal A</th>
<th>Expand Students’ Experiences in Creativity and Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal B</td>
<td>Enhance Processes to Encourage Innovation and Creativity</td>
</tr>
</tbody>
</table>

### FOCUS AREA: Enhance Organizational Effectiveness

<table>
<thead>
<tr>
<th>Goal A</th>
<th>Enhance Processes to Support Academic Experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal B</td>
<td>Enhance Structures to Support Academic Experiences</td>
</tr>
<tr>
<td>Goal C</td>
<td>Develop Processes for Ensuring Academic Viability</td>
</tr>
<tr>
<td>Goal D</td>
<td>Respond to Impacts of the COVID-19 Pandemic to Ensure Academic Integrity and Fiscal Viability</td>
</tr>
</tbody>
</table>

**Glossary of Abbreviations**

- *Asst VP/AVP*: Assistant Vice President
- *CFO*: Chief Financial Officer
- *CIO*: Chief Information Officer
- *CUSP*: College Unlimited at SUNY Potsdam
- *DEI*: Diversity, Equity, & Inclusion
- *Dir Grad*: Director of Graduate Programs
- *LLC*: Lougheed Learning Commons
- *LoCAL*: Lougheed Center for Applied Learning
- *LoKo*: Lougheed Kofoed Arts Festival
- *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

#### Goal A: Solidify the Foundations of SUNY Potsdam’s Academic Curriculum

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Unit Responsible</th>
<th>MSCHE Priority Alignment</th>
<th>Milestones</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Action Step 1: Assess the implementation of the Potsdam Pathways general education curriculum; make recommendations for revision as appropriate</td>
<td>Dir Grad/Continuing Ed</td>
<td>SDM</td>
<td>*AVP meets regularly with Pathways leadership; this will continue as Pathways is rolled out for Crane (i.e., 100% of incoming students) in Fall 2021</td>
<td>Spring, 2021</td>
</tr>
<tr>
<td>2</td>
<td>Action Step 2: Align the Crane and teacher education programs with the Potsdam Pathways requirements</td>
<td>Deans</td>
<td>SDM</td>
<td>*Alignment in process</td>
<td>Spring, 2021</td>
</tr>
<tr>
<td>3</td>
<td>Action Step 3: Increase faculty participation in WAYS courses across all Schools</td>
<td>Deans</td>
<td>SDM</td>
<td>*Active recruitment in process</td>
<td>Fall 2020/Spring 2021</td>
</tr>
<tr>
<td>4</td>
<td>Action Step 4: Review the General Education program for alignment with the new SUNY system General Education guidelines; revise as needed</td>
<td>ASST VP/Gen Ed Dir</td>
<td>SDM</td>
<td>*Assoc Provost has been in contact w/ SUNY Admin; awaiting new SUNY GER but at this point the goals are consistent with Pathways *New SUNY Guidelines circulated; shared w/ academic leadership for feedback</td>
<td>Fall, 2020</td>
</tr>
<tr>
<td>5</td>
<td>Action Step 5: Develop a long-term financial sustainability plan for Potsdam Pathways, including PD, faculty compensation, and staffing</td>
<td>Cabinet</td>
<td>SDM</td>
<td>*MDUs established for director and WAYS coordinator; course releases identified (summer stipend for director) *PD provided in AY20 through Lougheed funds; need to continue to identify sustainable funding for PD *Staff position created/filled under AVP with responsibilities to include WAYS/Pathways *Process approved by Cabinet for course releases for WAYS faculty</td>
<td>Fall, 2019</td>
</tr>
<tr>
<td></td>
<td>Action Step 6: Within a shared governance structure, review the Potsdam Graduate for possible revisions and ensure alignment with institutional learning outcomes</td>
<td>Cabinet</td>
<td>SDM</td>
<td>*Recommended to Faculty Senate chair; Goals &amp; Planning Co to review</td>
<td>Fall, 2021</td>
</tr>
<tr>
<td>6</td>
<td>Action Step 7: Integrate the Honors Program into Potsdam Pathways to ensure the success of both programs for high-achieving students.</td>
<td>Dir LoCAL, OSRC, Pathways</td>
<td>SDM</td>
<td>*Dir of OSRC has begun this conversation</td>
<td>Fall, 2020</td>
</tr>
</tbody>
</table>

#### Goal B: Enrich and Expand the Curriculum

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Unit Responsible</th>
<th>MSCHE Priority Alignment</th>
<th>Milestones</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Action Step 1: Gather and analyze market research on possible emerging programmatic areas; determine priorities for future planning</td>
<td>Provost/AVP/Cabinet</td>
<td>SEM</td>
<td>*Initial meetings w/ SUNY academic leadership &amp; market analysts; awaiting date for follow up w/ deans</td>
<td>August, 2021</td>
</tr>
</tbody>
</table>
*Action Step 2*: Develop new models for graduate/certificate programming that include options for "stackable" certificates and degrees

**Deans/Dir Grad**

SEM

*Microcredential Task Force has been charged and should propose campus guidelines for Faculty Senate consideration in SP 2021

*Microcredential Task Force recommendations approved by the Faculty Senate; Implementation Task Force to be charged in Fall of 2021

Fall, 2021

Spring, 2021

Action Step 3: Identify a range of creative delivery models for academic experiences, including low residency programs

**Deans/Dir Grad**

C

* MS MGMT now available in a 100% online format

* MST Childhood available in a hybrid format

* Virtual Internships and service learning implemented in LoCAL

* Proposals in to SUNY/NYSED for online programs for MS Community Health, MSEd Ed Tech Spec, MS IDET, MSEd Literacy

Spring, 2021

Spring, 2021

September, 2021

Virtual Internships and service learning implemented in LoCAL

Spring, 2021

*Proposals in to SUNY/NYSED for online programs for MS Community Health, MSEd Ed Tech Spec, MS IDET, MSEd Literacy

Spring, 2021

Spring, 2021

September, 2021

*Action Step 4*: Identify K-12 and agency partners with whom to expand students' experiential learning opportunities

**Extended Cabinet**

C

* Watertown/YMCA field placement partnership w/ SOEPS

* GEAR-UP grant program partnership established via LoCAL/Service Learning

Sept. 2020

Fall, 2020

*Action Step 5*: Determine the feasibility of creating academic Microcredentials; work within a shared governance structure to develop processes for approval and implementation

**Cabinet**

C

*Initial conversations w/ Asst VP and faculty senate; Task Force discussed

*Task Force members charged

*Task Force report to Provost's Cabinet

*Task Force recommendations approved through Fac Senate

*Implementation Task Force launched

December, 2020

December, 2020

February, 2021

May, 2021

September, 2021

Campus Action Steps: Academic Excellence

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**

C
**FOCUS AREA: Support the Success of Faculty and Staff**

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

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In collaboration with faculty leadership, identify and prioritize strategies for improving employee morale</td>
<td>Extended Cabinet</td>
<td>*Conversations ongoing w/ Faculty Senate</td>
</tr>
<tr>
<td>2</td>
<td>Identify tasks and/or committees for reduction or elimination</td>
<td>SDM</td>
<td>*LoCAL convened and held elections for the comprehensive LoCAL Advisory Board, replacing 3+ advisory groups *Draft of revised program deactivation process to include streamlining</td>
</tr>
</tbody>
</table>

### Goal B: Enhance Opportunities for High Quality Professional Development and Support for Scholarship/Creative Activities

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Create a site in the Quad where all grant opportunities (including internal) are available in one location</td>
<td>Provost/Dir ORSP</td>
<td>*LoCAL funding opportunities are all prominently listed and detailed on their website *ORSP website continues to be updated</td>
</tr>
<tr>
<td>2</td>
<td>As part of the implementation of the Advising Task Force recommendations, design and implement training for Master Advisors</td>
<td>Advising Task Force</td>
<td>*Task Force report completed; recommendations shared w/ Cabinet *Training outline drafted; plan awaiting funding source *Part of Title III (draft) grant proposal *Orientation Fee funds identified to initiative training for Fall 2021</td>
</tr>
<tr>
<td>3</td>
<td>Develop a sustainable plan for identifying and maintaining a Coordinator for Professional Development</td>
<td>Cabinet</td>
<td>SDM</td>
</tr>
</tbody>
</table>

### Campus Action Steps: Collaboration (Professional Development)

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>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</td>
<td>Provost's Cabinet</td>
<td>C</td>
</tr>
</tbody>
</table>

**Priority List**

- Priority 1: Completed
- Priority 2: In Process
- Priority 3: Initiate AY21 (Fall 20/Spr 21)
- Priority 4: Initiate AY22-23
### FOCUS AREA: Enhance the Student Experience

#### Goal A: Create Opportunities for Graduate Students to Develop a Distinct Identity and Community

| 2 | Action Step 1: Expand opportunities for graduate assistantships, particularly related to teaching and research | Dir Grad | *Revision of GA position process completed  
* Campus-wide GA/GAP requests have been opened for AY20/21  
* Grad Director is now a member of the Scholarship Leveraging Committee  
* plan to work with VPEM and CFO to create sustainable/predicable funding model for GA/GAP/GOP | Spring, 2021 | Spring, 2020  
Spring, 2021  
Fall 2021 |
|---|---|---|---|---|---|
| 3 | Action Step 2: Explore ways for graduate students to develop a sense of identify and connection to SUNY Potsdam | Dir Grad | *Note: Grad onboarding is moving fully online  
* Note: need to further explore this action step in light of grad student survey data that suggests it is not important for our student demographic | Spring, 2020 | Spring, 2020 |
| 3 | Action Step 3: Create a Graduate Student Council to advocate for and communicate the needs of SUNY Potsdam’s graduate student body | Dir Grad | *An informal Grad Student Advisory group in the process of development but delayed because of COVID  
* Note: need to further explore this action step in light of grad student survey data that suggests it is not important for our student demographic | Spring, 2020 | Spring, 2020 |

#### Goal B: Enhance the Effectiveness of Advising for all Students

| 2 | *Action Step 1*: Review current advising practices and related data, and enhance the effectiveness of academic advising for all students | Provost  
SEM | *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  
* Advising report submitted to the Provost  
* First draft of an Applied Learning Passport created, which is a 4-year advising guide for students; implementation planned for Fall 2020  
* First draft of an Applied Learning Passport created, which is a 4-year advising guide for students; implementation planned for Fall 2021. (Delayed by COVID) | January, 2019 | 3-Jan-19  
June, 2019  
Fall, 2019  
Fall, 2019  
Fall, 2021 |
| 2 | *Action Step 2*: Support the Advising Task Force’s recommendations to finalize the development of an advising assessment plan and assessment instruments; begin the pilot of the plan’s implementation | Provost  
SEM | *Advising Task Force continuing with implementation plans based on report recommendations | Spring/Summer, 2020 | Spring/Summer, 2020 |
| 2 | *Action Step 3*: Based on the recommendations of the 2019 Advising Task Force, review and pilot the proposed Master Advisor Training Program | Provost  
SEM | *Presentation at Extended Cabinet meeting; support for development of Master Advisor process to begin | February, 2020 |
<table>
<thead>
<tr>
<th>Action Step</th>
<th>Details</th>
<th>Responsible</th>
<th>Date/Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action Step 1</strong>: Support the work of the Advising Task Force in creation of training modules for advisors</td>
<td>Provost’s Cabinet</td>
<td>SEM</td>
<td>Fall, 2021</td>
</tr>
<tr>
<td><strong>Action Step 2</strong>: Pilot the development of &quot;Major Maps&quot; that include information on experiential learning and career-orientated opportunities; use major mapping to enhance advising and students' understanding of academic and curricular opportunities and to enable faculty and students to identify extra-curricular opportunities</td>
<td>Deans</td>
<td>C</td>
<td>Spring, 2021</td>
</tr>
</tbody>
</table>

**Goal C: Increase Student Success through a Focus on Retention**

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Details</th>
<th>Responsible</th>
<th>Date/Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action Step 1</strong>: Leverage the expertise of the Interim VP EM to identify and implement campus-wide strategies to increase student retention [Imperative]</td>
<td>Provost’s Cabinet</td>
<td>SEM</td>
<td>November, 2019</td>
</tr>
<tr>
<td><strong>Action Step 2</strong>: Develop, implement, and assess programs specific to sophomore success, beginning with research into attrition trends and use of Navigate (or other retention software) to engage students</td>
<td>SSC/IE</td>
<td>SEM</td>
<td>February, 2019</td>
</tr>
<tr>
<td><strong>Action Step 3</strong>: Explore viability of half-term courses, specifically in terms of enhancing student retention; develop plan for implementation</td>
<td>SSC/Assoc Provost</td>
<td>SEM</td>
<td>Spring, 2019</td>
</tr>
<tr>
<td><strong>Action Step 4</strong>: 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</td>
<td>SSC/Asst VP</td>
<td>SEM</td>
<td>Spring, 2020</td>
</tr>
</tbody>
</table>

Additional details:
- *Plan to start training with core group*
- *Integrated into (draft) Title III grant proposal*
- *LoCAL provided applied learning map to A&S for integration in departmental maps which are incorporated into dept maps. As of 9.9.21 there are Major Maps ready for use by programs in Dance, History, Environmental Studies and Modern Languages. Fuller implementation integrated into Title III proposal.*
- *Regular retention updates included in A&S, Provost newsletters*
- *Successful enrollment census pilots completed in Spr and Fa 2019, focused on DFW courses (note: to continue this pilot, will need restaffing w/in the SSC)*
- *In spring 2021, LoCAL is developing a sophomore-targeted "map your future" email/drop-in/workshop series (Delayed due to COVID)*
- *Expansion of Bridges to include returning former Bridges students*
| Action Step 5: | Reevaluate and assess the effectiveness of the FY student programming including Orientation [Imperative] | SSC/Assoc Provost | SEM | *Proposal presented to President’s Council. Orientation program revised for Summer 2020 to online delivery model with onboarding support. | November, 2019  
*FY Task Force provided initial recommendations  
*FY Task Force to be reestablished and rolled out in Fall, 2021 |
| Action Step 6: | Develop a campus-wide training program for peer mentors; tie the experience to the Micro-Credentialing initiative | Dir Applied Learning | SEM | *Proposal for online learning peer mentors submitted to Provost | Winter 2020  
*Provost’s Cabinet approved proposal; with focus on FWS |
| Action Step 7: | Generate and review data related to success of transfer students; develop plan to improve transfer student retention | Asst VP | SEM | | February, 2021 |
| Action Step 8: | Systematically use data to identify high-demand courses for implementation online and in special sessions | Extended Cabinet | SEM | *Ongoing process w/ Grad/Continuing Studies Office and Schools, in consultation w/ chairs | Ongoing |

**Goal D: Facilitate Initiatives that Enhance Student Recruitment**

| Action Step 1: | Support the creation and implementation of a Strategic Enrollment Management Plan for the campus, to include revamping the campus’ approach to scholarship leveraging [Imperative] | Provost’s Cabinet | SEM | *Interim VP EM hired  
*New SEM committee formed; focus on developing a SEM Plan  
*SEM Plan drafted; being revisited by new VP EM | September, 2019  
January, 2020  
Summer, 2021 |
| Action Step 2: | Enhance the identity and visibility of the Exploratory program | A&S Dean/Provost | SEM | *Milestones needed: Share data on retention successes; meet w/ new VP EM to explain program; overcome SLATE obstacles to registering as Exploratory | Fall, 2019 |
| Action Step 3: | Develop a specific campaign to enhance the identity and visibility of the Potsdam Pathways and connections between a Liberal Arts education and the workplace | Provost’s Cabinet | SEM | *Campus website updated  
*LocalAL strategy roadmap identifies curricular integrations for Career Services to enhance job visibility of liberal arts | Fall, 2019  
Spring 2021 |
| Action Step 4: | Expand opportunities for faculty visits (in person and virtually) with prospective students in high schools and community colleges | Deans | SEM | *NOTE: in-person visits delayed Spring 2020 through Fall 2021 due to COVID | Spring 2021 |
| Action Step 5: | Develop and implement a strategy to re-engage SUNY Potsdam students who have taken a hiatus from their studies | Provost’s Cabinet | SEM | *Data generated through IE; SSC leading efforts to call identified students | Fall, 2020  
*This is part of the performance program for the new senior staff assistant (to begin 2/15/2021)  
*CHS and Admissions staff have created process by which CHS students are entered into Slate | Spring, 2021  
Summer, 2021 |
CHS course approval/review processes are being revised to encourage more collaboration between CHS teachers and faculty liaisons

Priority 1: Completed
Priority 2: In Process
Priority 3: Initiate AY21 (Fall 20/Spr 21)
Priority 4: Initiate AY22-23
## FOCUS AREA: Expand Student Access

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

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Responsible</th>
<th>MSCHE Priority</th>
<th>Milestones</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td><em>Action Step 1</em>: Develop a degree-completion program specific to non-traditional (i.e., adults, veterans, current military) students through the School of A&amp;S [Imperative]</td>
<td>Deans</td>
<td>IE</td>
<td>*SIM revisions delivered for submission to SUNY</td>
<td>Fall, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Curriculum planning underway in INDS; goal to move proposal to the Senate by April 2020</td>
<td>Spring, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Design Thinking workshop held Jan. 20</td>
<td>January, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Exploring POLS, Human Services options</td>
<td>Spring, 2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*SIM revision submitted to SUNY</td>
<td>Spring, 2021</td>
</tr>
<tr>
<td>2</td>
<td><em>Action Step 2</em>: Expand the campus’ online presence through the implementation of online programs, with the goal of increasing the number of online offerings by 20% (AY19 to AY21) [Imperative]</td>
<td>Provost's Cabinet</td>
<td>SEM</td>
<td>*Planning underway to move the MS Management entirely online by 2022; SUNY approval in July, 2020</td>
<td>Fall, 2019 &amp; ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Initial discussions for an online cannabis post-bacc certificate</td>
<td>Fall, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Collaboration in Online MS in CJ–initial talks</td>
<td>Fall, 2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Development underway to redesign MSED Literacy, MSED Ed Tech into online format</td>
<td>Fall, 2021</td>
</tr>
<tr>
<td>2</td>
<td><em>Action Step 3</em>: Assess action steps need to attain all Open SUNY+ signature elements; develop a plan for full compliance to be achieved by Spring of 2020 [Imperative]</td>
<td>Cabinet</td>
<td>SEM</td>
<td>*Cabinet meeting w/ Kim S (SUNY)</td>
<td>Sept., 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Work is initiated on updating the Institutional Readiness Plan</td>
<td>Sept., 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Revision of readiness and implementation documents underway</td>
<td>February, 2021</td>
</tr>
<tr>
<td>2</td>
<td><em>Action Step 4</em>: Evaluate initial year of Learning University (Heckscher Foundation); implement revised programming for summer 2020, 2021</td>
<td>Asst VP</td>
<td>IE</td>
<td>*Learning University planning underway through Heckscher Foundation funding; 3-week pre-college program initiated in summer 2019</td>
<td>Spring/Summer, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Budget planning underway for proposal for summer 2020 cohort; Funding has been confirmed</td>
<td>Fall, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Similar planning underway for a summer program with Ellis Prep</td>
<td>Spring, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*NOTE: all planning on hold due to COVID-19</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td><em>Action Step 5</em>: Gather and analyze market and student interest data from the Watertown/Northern region to identify viable academic programming including non-traditional and veteran markets</td>
<td>Dir Grad</td>
<td>IE</td>
<td>*Previous data collected; focus on prioritizing programmatic offerings at JCC site</td>
<td>Spring, 2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Initial Planning for JCC/Potsdam Executive Committee</td>
<td>Spring, 2021</td>
</tr>
<tr>
<td>3</td>
<td>Action Step 6: Gather and analyze market and student data from adjacent Canadian provinces to identify viable academic programming with the goal of increasing enrollment (undergrad &amp; grad)</td>
<td>Dir Grad</td>
<td>SEM</td>
<td>*NOTE: Due to the pandemic, international programs are on hold</td>
<td>Summer, 2020</td>
</tr>
<tr>
<td>2</td>
<td>Action Step 7: 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</td>
<td>Extended Cabinet</td>
<td>IE</td>
<td>*M. Popovich and M. LaVine met with International Charter School students in NYC/2021</td>
<td>March, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Visits planned (spring/summer) by students &amp; faculty from Ellis Prep</td>
<td>Spring, 2020</td>
</tr>
</tbody>
</table>
**Goal B: Enhance Collaborations with Institutional Partners**

| Action Step | Description | Responsible Parties | Start Date | End Date
|-------------|-------------|---------------------|------------|----------
| 1 | 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 | Summer, 2020 |
| 2 | 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/Dean/ Counselors | Spring, 2019 |
| 3 | 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 | Fall, 2018 |
| 4 | Partner with the Associated Colleges to identify courses to promote through cross-registration | Cabinet | Sept., 2020 |
| 5 | Determine the feasibility of participating in a multi-institutional partnership focused on an online graduate program in Criminal Justice | Cabinet | Sept., 2020 |
| 6 | Continue to build articulated pathways from community colleges into Potsdam’s degree programs. | Cabinet | November, 2020 |

**Goal C: Enhance Access by Removing Financial Barriers**

| Action Step | Description | Responsible Parties | Start Date | End Date
|-------------|-------------|---------------------|------------|----------
| 1 | Re-energize the campus’ OER initiatives and implementation | Dir Libraries, Cabinet | Note: waiting for arrival of new Librarian |
| 2 | Implement component of financial aid literacy into onboarding/orientation for students; assess effectiveness and make recommendations for refinement | SSC/Assoc Provost/DSS Team | |
| 3 | Finalize and submit a Title III grant focused on student access and success | Extended Cabinet | Draft planning document in process |

Priority 1 - Completed
Priority 2 - In Process
Priority 3 - Initiate AY21 (Fall 20/Spr 21)
Priority 4 - Initiate AY22-23
### Goal A: Ensure Students’ Academic Experiences Reflect the Campus’ Values of Diversity and Inclusion

#### Action Step 1: Fully implement the Soliya initiative; assess the effectiveness and make recommendations for refinement as appropriate

**Unit Possible:** Cabinet

**Alignment:** IE

- *Initial implementation with limited student cohort; faculty/staff/alum training as facilitators
- *Second group of first-year students complete program
- *VIC integrated into summer virtual Orientation

**Milestones:**
- Fall, 2020
- January, 2021
- Summer, 2021

#### Action Step 2: Support the faculty in the creation of more diverse course offerings that engage students in issues around race and social justice

**Unit Possible:** Deans

**Alignment:** IE

- LoCAL developing a plan to fully engage with SUNY COIL to improve internationalization of curriculum
- DEI attribute in place; committee reviewing courses

**Milestones:**
- Spring 2021
- Fall, 2020

#### Action Step 3: Develop summer programming specific to international partners (faculty and students)

**Unit Possible:** Cabinet/Dir International

**Alignment:** IE

- Conversations ongoing regarding summer programming for partners from India, China
- *COIL faculty director/liaison identified
- *NOTE: Currently on hold due to the pandemic

**Milestones:**
- Spring, 2021

#### Action Step 4: Expand/strengthen curricular offerings and academic experiences focused on the region’s Native American and Indigenous student population

**Unit Possible:** Provost

**Alignment:** IE

- “Native American Campus Stakeholders Group” established
- Native American Studies minor being evaluated for revision

**Milestones:**
- Nov, 2018
- Spring, 2019

#### Action Step 5: Enhance opportunities to share indigenous knowledge to the campus community

**Unit Possible:** Asst VP/CCPD

**Alignment:** IE

- Knowledge Keepers program in discussion, but determined not to be appropriate at this time
- Reconstituting the Native American Campus Working Group to be a joint endeavor under Academic Affairs and DDEI (led by Sharlee Thomas) beginning in SP 2021

**Milestones:**
- Spring, 2019
- Spring, 2021

#### Action Step 6: Assess the level of graduate student diversity; establish goals and strategies to increase diversity of the graduate student enrollment

**Unit Possible:** Dir Grad

**Alignment:** IE

- Goals set; developing strategies
- Grad admissions has been partnering with CFD on on-campus recruitment events
- Baseline grad student diversity has been set, with 5% increase/year added to professional staff performance programs

**Milestones:**
- Spring, 2021
- AY21
- AY21

#### Action Step 7: Increase the visibility of and enrollment in the Minor in Disability Studies

**Unit Possible:** Cabinet

**Alignment:** IE

- Effort to connect to ed programs were not successful; Chair INDS is working on this issue in Spring 21

**Milestones:**
- Spring, 2021

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

#### Action Step 1: Develop and support professional development opportunities specific to issues of diversity and inclusion within academics and the workplace

**Unit Possible:** DEI

**Alignment:** IE

- Ongoing PD (both external and w/in Potsdam) provided to faculty specific to ADA compliance

**Milestones:**
- AY21
<table>
<thead>
<tr>
<th>Action Step 2</th>
<th>Implement the campus' goals and strategies related to faculty recruitment and retention as proposed in the SUNY Potsdam PRODIG application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation</td>
<td><em>Potsdam's PRODIG plan accepted by SUNY; initial five faculty members confirmed</em></td>
</tr>
<tr>
<td></td>
<td><em>Second year of implementation- additional PRODIG faculty member identified and approved through SUNY</em></td>
</tr>
<tr>
<td></td>
<td><em>Third year of implementation- Potsdam not able to participate (SUNY approval for temp faculty positions only)</em></td>
</tr>
<tr>
<td>Date</td>
<td>Fall, 2019</td>
</tr>
<tr>
<td>Date</td>
<td>Fall, 2020</td>
</tr>
<tr>
<td>Date</td>
<td>Summer, 2021</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Step 3</th>
<th>Continue to support the implementation and expansion of the PRODIG Fellows program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation</td>
<td><em>First PRODIG Fellow hired for AY21 (Kathryn Allen)</em></td>
</tr>
<tr>
<td></td>
<td><em>Second cohort advertisement live for AY22</em></td>
</tr>
<tr>
<td></td>
<td><em>Second PRODIG Fellow to begin for fall 2021 semester</em></td>
</tr>
<tr>
<td>Date</td>
<td>Summer, 2020</td>
</tr>
<tr>
<td>Date</td>
<td>January, 2021</td>
</tr>
<tr>
<td>Date</td>
<td>Summer, 2021</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Step 4</th>
<th>Collaborate with the CDO to develop robust diversity training for faculty search committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation</td>
<td><em>CDO in process of developing search co training materials; used in VP search</em></td>
</tr>
<tr>
<td></td>
<td><em>CDO meeting regularly w/ Provost, Provost's Cabinet</em></td>
</tr>
<tr>
<td>Date</td>
<td>Spring, 2021</td>
</tr>
<tr>
<td>Date</td>
<td>Spring, 2021</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Step 5</th>
<th>Collaborate with the CDO to develop criteria and responsibilities for &quot;diversity advocates&quot; to serve on every faculty search committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td></td>
</tr>
<tr>
<td>Goal</td>
<td>Action Step</td>
</tr>
<tr>
<td>------</td>
<td>-------------</td>
</tr>
<tr>
<td>Goal A: Expand Students' Experiences in Creativity and Innovation</td>
<td>Action Step 1</td>
</tr>
<tr>
<td></td>
<td>Action Step 2</td>
</tr>
<tr>
<td></td>
<td>Action Step 3</td>
</tr>
<tr>
<td></td>
<td>Action Step 4</td>
</tr>
<tr>
<td></td>
<td>Action Step 5</td>
</tr>
<tr>
<td>Goal B: Enhance Processes to Encourage Innovation and Creativity</td>
<td>Action Step 1</td>
</tr>
<tr>
<td></td>
<td>Action Step 2</td>
</tr>
<tr>
<td></td>
<td>Action Step 3</td>
</tr>
<tr>
<td></td>
<td>Action Step 4</td>
</tr>
</tbody>
</table>
Action Step 5: Develop and implement strategies for publicly showcasing the creative work of faculty, staff, and students

Extended Cabinet
Spring 2021

RSPO is working with Lougheed to showcase faculty research & other endeavors.

Action Step 6: In collaboration with CPS and the Office of Advancement, develop a proposal for an arts residency (either for the summer and/or virtually)

Provost’s Cabinet; Dir of LoCAL

Priority 1 - Completed
Priority 2 - In Process
Priority 3 - Initiate AY21 (Fall 20/Spr 21)
Priority 4 - Initiate AY22-23
### FOCUS AREA: Enhance Organizational Effectiveness

#### Goal A: Enhance Processes to Support Academic Experiences

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Unit Responsible</th>
<th>MSCHE Priority Alignment</th>
<th>Milestones</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Action Step 1: Facilitate training in process management to enhance efficiencies in processes campus-wide</td>
<td>Cabinet</td>
<td>SDM</td>
<td>*First group to be trained; pilot project uses faculty expertise; training &amp; team project work to continue through 2020</td>
<td>Spring, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*CCI offering training in the use of FLOW</td>
<td>AY21</td>
</tr>
<tr>
<td>2</td>
<td>Action Step 2: Develop a centralized source of information for faculty/staff via the website</td>
<td>Provost/Assoc Provost</td>
<td>SDM</td>
<td>*Revisions to Provost/CCI websites ongoing</td>
<td>Spring, 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*In process- website of student support services</td>
<td>Fall, 2019</td>
</tr>
<tr>
<td>3</td>
<td>Action Step 3: Review/revise campus curricular review to streamline and strengthen the on-campus processes</td>
<td>Deans/Fac Senate</td>
<td>SDM</td>
<td>*Revision Working Group in process (Fall, 2018); Faculty Checklist form created</td>
<td>Fall 17/Spr 18/Fall 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Working groups complete reviews; sent to FS Exec</td>
<td>Fall, 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Pilot revised process for new program on-campus approval</td>
<td>Spring, 2019</td>
</tr>
<tr>
<td>4</td>
<td>Action Step 4: Work with the Registrar to develop and implement at system to make room assignments that matches available technology with pedagogical needs of specific courses</td>
<td>Registrar/Deans</td>
<td>SDM</td>
<td>*Work postponed due to COVID</td>
<td></td>
</tr>
</tbody>
</table>

#### Goal B: Enhance Structures to Support Academic Experiences

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Unit Responsible</th>
<th>MSCHE Priority Alignment</th>
<th>Milestones</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Action Step 1: Implement the Board of Trustees' Open Access policy by March of 2020 [Imperative]</td>
<td>Dir of Libraries</td>
<td>IIE</td>
<td>*Campus Task Force charged</td>
<td>November, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*OA Policy draft completed</td>
<td>January, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Draft to be shared with Senate</td>
<td>Spring, 2020</td>
</tr>
<tr>
<td>2</td>
<td>Action Step 2: Support the campus' implementation of the Board of Trustees' EIT policy by June of 2020 [Imperative]</td>
<td>Cabinet</td>
<td>IIE</td>
<td>*Co-chairs identified; committee members contacted</td>
<td>December, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Resource guide developed for the committee</td>
<td>February, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Committee members officially charged by the President</td>
<td>February, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Initial draft shared with the President’s Council</td>
<td>August, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Initial draft submitted to SUNY</td>
<td>December, 2020</td>
</tr>
<tr>
<td>3</td>
<td>Action Step 3: Identify a Retention Platform for AY21 and beyond; secure the contract with SUNY [Imperative]</td>
<td>Provost</td>
<td>SEM</td>
<td>*ROI team initiated to compare Navigate and Starfish</td>
<td>Summer, 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Starfish contract signed</td>
<td>January, 2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Campus implementation team established; goal of implementation by the fall 2021 semester</td>
<td>January, 2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>*Initial roll-out for Starfish</td>
<td>Fall, 2021</td>
</tr>
<tr>
<td>4</td>
<td>Action Step 4: Identify a tool/platform for video capturing for implementation by AY21; secure contract with SUNY [Imperative]</td>
<td>CCI</td>
<td>IIE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Action Step 5: Once SUNY has identified the system-wide LMS, develop a plan for communication, transition, and implementation [Imperative]</td>
<td>Cabinet</td>
<td>SDM</td>
<td>*NOTE: still waiting for SUNY to confirm the LMS contract</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Action Step 6: Implement degree planning software module through existing DegreeWorks (BearDen) platform</td>
<td>SSC/Registrar/Assoc Provost</td>
<td>SEM</td>
<td>*Process began w/ Registrar, SSC, SICAS, CTS; piloted with SSC advising staff in fall 2019,</td>
<td>Spring, 2019</td>
</tr>
</tbody>
</table>
**Goal C: Develop Processes for Ensuring Academic Viability**

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>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). [Imperative]</td>
<td>Provost's Cabinet, SDM</td>
<td>Initial draft developed, shared w/ Cabinet January, 2020</td>
</tr>
<tr>
<td>2</td>
<td>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). [Imperative]</td>
<td>Provost's Cabinet, SDM</td>
<td>New program review draft developed Spring, 2020</td>
</tr>
<tr>
<td>3</td>
<td>Within a shared governance framework, develop criteria and processes for identifying programs for reduction or elimination [Imperative]</td>
<td>Cabinet, SDM</td>
<td>Rubric developed and shared w/ faculty governance leaders Spring, 2018</td>
</tr>
<tr>
<td>4</td>
<td>Identify &quot;core&quot; programs and resources needed to ensure continued viability and quality [Imperative]</td>
<td>Cabinet, SDM</td>
<td>Initial contact made w/ Provost Laursen regarding SUNY's goals November, 2020</td>
</tr>
<tr>
<td>5</td>
<td>Review the Low Enrolled course policy; make recommendations for revision as appropriate [Imperative]</td>
<td>Cabinet, SDM</td>
<td>Review of draft policy initiated in Provost's Cabinet November, 2020</td>
</tr>
<tr>
<td>6</td>
<td>Develop and implement a fully vetted process for reviewing academic minors for viability [Imperative]</td>
<td>Cabinet, SDM</td>
<td>Revision vetted through Chairs' Council February, 2021</td>
</tr>
<tr>
<td>7</td>
<td>Working within a shared governance framework, streamline the curriculum (e.g., requirements within the major) to reduce under-enrolled courses [Imperative]</td>
<td>Cabinet, SDM</td>
<td>Revision posted to website February, 2021</td>
</tr>
<tr>
<td>8</td>
<td>Develop and implement the criteria and processes to encourage interdepartmental cooperation when developing and delivering courses (both new and existing) to reduce redundancies in course offerings [Imperative]</td>
<td>Deans, SDM</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Develop and implement the criteria and processes for determining appropriate course caps</td>
<td>Cabinet, SDM</td>
<td></td>
</tr>
</tbody>
</table>

**Goal D: Respond to Impacts of the COVID-19 Pandemic to Ensure Academic Integrity and Fiscal Viability**

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Assess COVID-19 planning from the spring and fall, 2020 semesters; make recommendations for spring, 2021 [Imperative]</td>
<td>Extended Cabinet, SDM</td>
<td>Regular meetings of the Academic Affairs Continuity Working Group Fall, 2020/Spring 2021</td>
</tr>
<tr>
<td>2</td>
<td>Develop an emergency contingency plan for each unit within Academic Affairs [Imperative]</td>
<td>Extended Cabinet, SDM</td>
<td>Virtual chats held approx. monthly w/ chairs and AA Working Group Fall, 2020/Spring 2021</td>
</tr>
<tr>
<td>3</td>
<td>Contribute to the campus-wide emergency planning (i.e., preparation for possible outbreaks and closures) [Imperative]</td>
<td>Extended Cabinet, SDM</td>
<td>AA representation on ERRG, which meets weekly Fall, 2020/Spring 2021</td>
</tr>
</tbody>
</table>
**Action Step 4: Develop an Academic Response Plan for spring, 2021 [imperative]**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 1</td>
<td>Completed</td>
</tr>
<tr>
<td>Priority 2</td>
<td>In Process</td>
</tr>
<tr>
<td>Priority 3</td>
<td>Initiate AY21 (Fall 20/Spr 21)</td>
</tr>
<tr>
<td>Priority 4</td>
<td>Initiate AY22-23</td>
</tr>
</tbody>
</table>

*Completed; part of the campus’ Spring 2021 Reopening Plan*
FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Goal A: Enrich and Expand the Curriculum

Action Step 1: Identify and propose new graduate offerings to expand opportunities and reflect emerging student/regional needs

Action Step 2: Implement Potsdam Pathways, with the goal of full implementation by Fall, 2020 [PRIORITY]

Action Step 3: 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. [PRIORITY]

Goal B: Review and Revise Organizational Practices

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

Goal C: Provide Necessary Programmatic Tools and Resources

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

Action Step 3: Assess the implementation of the SUNY-wide Alma Library Service Platform to support increased and easier resource sharing for students/faculty

Campus Action Steps: Academic Excellence

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

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

FOCUS AREA: Support the Success of Faculty and Staff

Goal A: Support a Positive Work/Life Balance

Action Step 1: Streamline approval processes for online courses and enhancing faculty support [PRIORITY]

Action Step 2: 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

Action Step 3: Identify ways to recognize faculty/staff participation in the campus' strategic goals
Goal B: *Enhance Opportunities for High Quality Professional Development and Support for Scholarship/Creative Activities*

**Action Step 1:** Enhance technology support, access, and training for faculty and staff

**Action Step 3:** Implement revised supports, including internal grants and PD, focused on research and scholarly productivity

**Action Step 5:** Create a mechanism for faculty input into themes for CCI programming

**Campus Action Steps: Academic Excellence**

**C.4** 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

**C.6** 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

---

**FOCUS AREA: Enhance the Student Experience**

**Action Steps Completed/Ongoing**

**Goal A: Enhance Students’ Academic Life**

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

**Action Step 3:** Implement Slate to enhance students’ application experience

**Goal C: Enhance the Effectiveness of Advising for all Students**

**Goal D: Increase Student Success through a Focus on Retention**

**Action Step 5:** Identify courses with high DFW rates; expand strategies to support students' success.

**Goal E: Facilitate Initiatives that Enhance Student Recruitment**

**Action Step 2:** Expand, implement, and assess program-specific Open Houses [PRIORITY]

**Goal F: Expand Learning Opportunities Beyond the Classroom**

**Action Step 3:** Implement high impact practices to enhance extra-curricular experiences for all students
Goal E: *Enhance Academic Student Services*

**FOCUS AREA: Expand Student Access**

Action Steps Completed/Ongoing

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

*Action Step 3*: Using a variety of modes, increase the number of faculty members prepared to teach online courses by 20% by fall of 2020; strategies could include significantly reducing the amount of time to complete Potsdam’s PTOL training, providing as-need modules, developing a summer institute [PRIORITY]

Action Step 6: Strengthen and expand undergraduate offerings at JCC/Watertown/Fort Drum/Lewis Co.

Goal B: *Enhance Collaborations with Institutional Partners*

*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

*Action Step 2*: Expand program-specific joint partnerships with community colleges and other regional partners

Goal C: *Enhance Access by Removing Financial Barriers*

**FOCUS AREA: Embrace Diversity and Inclusion**

Action Steps Completed/Ongoing

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

Action Step 3: Encourage shared lectures and/or in-class experiences with international higher education partners

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

*Action Step 3*: Implement the goals and strategies related to recruitment and retention of PRODiG Fellows as proposed in the SUNY comprehensives' PRODiG Consortium application

**FOCUS AREA: Support the Expansion of Creativity and Innovation**

Action Steps Completed/Ongoing
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

Action Step 2: Develop an enrollment-based incentive model for special sessions (winter, summer) and other revenue-generating programs

FOCUS AREA: Enhance Organizational Effectiveness

Action Steps Completed/Ongoing

Goal A: Enhance Processes to Support Academic Experiences

Action Step 1: Identify a platform for paperless course evaluations, to be implemented by Fall, 2020 [PRIORITY]

Goal B: Enhance Structures to Support Academic Experiences

Action Step 4: Enhance use/training/support related to existing technologies to enhance instruction and administrative functions

Action Step 5: Identify strategies for providing appropriate instructional technology support to faculty, including support after hours and for DL courses
Spring, 2020
### FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

#### Action Steps Completed

**Goal A: Enrich and Expand the Curriculum**

**Action Step 3:** Revise General Education to reflect the campus’ core values

**Goal B: Review and Revise Organizational Practices**

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

**Goal C: Provide Necessary Programmatic Tools and Resources**

**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

**Action Step 3:** Revamp and expand Distance Learning classrooms on campus

**Action Step 4:** Implement SUNY-wide Alma Library Service Platform to support increased and easier resource sharing for students/faculty

### Campus Action Steps: Academic Excellence

---

### FOCUS AREA: Support the Success of Faculty and Staff

#### Action Steps Completed

**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)

**Action Step 2:** Reconvene Online Task Force to assess first year implementation of the “credentialing” process and recommend revisions

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

**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

**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
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

Action Step 3: Develop opportunities specific to enhancing the leadership potential of faculty and staff

Action Step 5: Collaborate with the Associated Colleges to provide professional development support for chairs/directors

Campus Action Steps: Academic Excellence

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

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

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

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

FOCUS AREA: Enhance the Student Experience

Action Steps Completed

Goal A: Enhance Students’ Academic Life

Action Step 2: Strengthen, expand, and coordinate opportunities for high-achieving students to engage in programs reflective of their academic potential

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.

The SIIM has been discontinued and it is now the Interdisciplinary Studies Major, housed in the Interdisciplinary Studies Department

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

Goal C: Increase Student Retention and Graduation

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

Action Step 4: Collaborate across campus to support and expand the emergency food bank and other supports for students who are financially fragile

*Action Step 5*: Explore options for expanding the use of Open Educational Resources

Action Step 10: Address issues related to high textbook costs/impact on student success & retention
Goal D: Expand Learning Opportunities Beyond the Classroom

Action Step 2: Internationalize the student experience through the expansion of Study Abroad/Faculty-Led Courses across disciplines

*Action Step 5*: Support the implementation of the Applied Learning Initiative

Goal E: Enhance Academic Student Services

Action Step 1: Increase efficiencies in processes through the implementation of an online catalog

Action Step 2: Ascertain students’ experiences with student services, and identify potential barriers and opportunities, through forums or other means for direct student feedback

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

FOCUS AREA: Expand Student Access

Action Steps Completed

Goal A: Expand Student Audiences to Provide Educational Access

*Action Step 8*: Pilot a 2+2+1 program at the JCC campus

Goal B: Enhance Collaborations with Institutional Partners

*Action Step 4*: Collaborate with high school partners to ensure quality of coursework in dual admissions programs

FOCUS AREA: Embrace Diversity and Inclusion

Action Steps Completed

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

Action Step 1: Provide specific professional development focused on infusing diversity and inclusion across the curriculum

Action Step 2: Encourage the infusion of diversity and inclusion in the revised General Education requirements

Goal B: Support Diversity and Inclusion within the Faculty/Staff Experience
### FOCUS AREA: Support the Expansion of Creativity and Innovation

**Action Steps Completed**

<table>
<thead>
<tr>
<th>Goal A: Expand Students’ Experiences in Creativity and Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal B: Expand Innovation and Creativity in Programmatic Opportunities</td>
</tr>
<tr>
<td>Goal C: Enhance Processes to Encourage Innovation and Creativity</td>
</tr>
</tbody>
</table>

### FOCUS AREA: Enhance Organizational Effectiveness

**Action Steps Completed**

<table>
<thead>
<tr>
<th>Goal A: Enhance Processes to Support Academic Experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action Step 4:</strong> 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</td>
</tr>
<tr>
<td>Goal B: Enhance Structures to Support Academic Experiences</td>
</tr>
<tr>
<td><strong>Action Step 2:</strong> Restructure the Office of Graduate and Continuing Education to refocus on areas of academic priority</td>
</tr>
<tr>
<td><strong>Action Step 4:</strong> Propose new structures for the budgeting process to empower units with strategic fiscal decision-making and to enhance transparency</td>
</tr>
</tbody>
</table>
**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**