

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

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

Goal B: *Enhance Collaborations with Institutional Partners*

Goal C: *Enhance Access by Removing Financial Barriers*

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: *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*

Goal C: *Develop Processes for Ensuring Academic Viability*

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

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- Loughheed Learning Commons
- *LoCAL- Loughheed Center for Applied Learning
- *LoKo- Loughheed Kofoed Arts Festival
- *ORSP- Office of Research & Sponsored Programs
- *OSRC- Office for Student Research & Creativity
- *PD- Professional Development
- *SSC- Student Success Center

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
FOCUS AREA: Support and Strengthen Academics to Enhance Student Success					
Goal A: Solidify the Foundations of SUNY Potsdam's Academic Curriculum					
2	<u>Action Step 1:</u> Assess the implementation of the <i>Potsdam Pathways</i> general education curriculum; make recommendations for revision as appropriate	<i>Dir Grad/Continuing Ed</i>	SDM	*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	Spring, 2021
2	<u>Action Step 2:</u> Align the Crane and teacher education programs with the <i>Potsdam Pathways</i> requirements	<i>Deans</i>	SDM	*Alignment in process	Spring, 2021
1	<u>Action Step 3:</u> Increase faculty participation in WAYS courses across all Schools	<i>Deans</i>		*Active recruitment in process	Fall 2020/Spring 2021
2	<u>*Action Step 4*:</u> Review the General Education program for alignment with the new SUNY system General Education guidelines; revise as needed	<i>ASST VP/Gen Ed Dir</i>	SDM	*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	Fall, 2020 September, 2021
1	<u>Action Step 5:</u> Develop a long-term financial sustainability plan for Potsdam Pathways, including PD, faculty compensation, and staffing	<i>Cabinet</i>	SDM	*MOUs established for director and WAYS coordinator; course releases identified (summer stipend for director) *PD provided in AY20 through Loughheed 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	Fall, 2019 Fall, 2019 Spring, 2021 September, 2021
3	<u>Action Step 6:</u> Within a shared governance structure, review the Potsdam Graduate for possible revisions and ensure alignment with institutional learning outcomes	<i>Cabinet</i>	SDM	*Recommended to Faculty Senate chair; Goals & Planning Co to review	Fall, 2021
2	<u>Action Step 7:</u> Integrate the Honors Program into Potsdam Pathways to ensure the success of both programs for high-achieving students.	<i>Dir LoCAL, OSRC, Pathways</i>	SDM	*Dir of OSRC has begun this conversation	Fall, 2020
Goal B: Enrich and Expand the Curriculum					
2	<u>Action Step 1:</u> Gather and analyze market research on possible emerging programmatic areas; determine priorities for future planning	<i>Provost/AVP/Cabinet</i>	SEM	*Initial meetings w/ SUNY academic leadership & market analysts; awaiting date for follow up w/ deans	August, 2021

2	*Action Step 2* : Develop new models for graduate/certificate programming that include options for “stackable” certificates and degrees	<i>Deans/Dir Grad</i>	SEM	<p>*Microcredential Task Force has been charged and should propose campus guidelines for Faculty Senate consideration in SP 2021</p> <p>*Microcredential Task Force recommendations approved by the Faculty Senate; implementation Task Force to be charged in Fall of 2021</p>	<p>Fall, 2021</p> <p>Spring, 2021</p>
2	Action Step 3 : Identify a range of creative delivery models for academic experiences, including low residency programs	<i>Deans/Dir Grad</i>	C	<p>* MS MGMT now available in a 100% online format *MST Childhood available in a hybrid format</p> <p>* Virtual Internships and service learning implemented in LoCAL</p> <p>* Proposals in to SUNY/NYSED for online programs for MS Community Health, MEd Ed Tech Spec, MS IDET, MEd Literacy</p>	<p>Spring, 2021</p> <p>Spring, 2021</p> <p>September, 2021</p>
2	Action Step 4 : Identify K-12 and agency partners with whom to expand students' experiential learning opportunities	<i>Extended Cabinet</i>	C	<p>*Watertown/YMCA field placement partnership w/ SOEPS</p> <p>*GEAR-UP grant program partnership established via LoCAL/Service Learning</p>	<p>Sept. 2020</p> <p>Fall, 2020</p>
1	Action Step 5 : Determine the feasibility of creating academic Microcredentials; work within a shared governance structure to develop processes for approval and implementation	<i>Cabinet</i>	C	<p>*Initial conversations w/ Asst VP and faculty senate; Task Force discussed</p> <p>*Task Force members charged</p> <p>*Task Force report to Provost's Cabinet</p> <p>*Task Force recommendations approved through Fac Senate</p> <p>*Implementation Task Force launched</p>	<p>December, 2020</p> <p>December, 2020</p> <p>February, 2021</p> <p>May, 2021</p> <p>September, 2021</p>
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	<i>Provost/Advancement</i>	C		

FOCUS AREA: Support the Success of Faculty and Staff

Goal A: Support a Positive Work/Life Balance

3	<u>Action Step 1</u> : In collaboration with faculty leadership, identify and prioritize strategies for improving employee morale	Extended Cabinet		*Conversations ongoing w/ Faculty Senate	
2	<u>Action Step 2</u> : Identify tasks and/or committees for reduction or elimination	Extended Cabinet	SDM	*LoCAL convened and held elections for the comprehensive LoCAL Advisory Board, replacing 3+ advisory groups *Draft of revised program deactivation process to include streamlining	Fall, 2020 Spring, 2021

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

2	<u>Action Step 1</u> : Create a site in the Quad where all grant opportunities (including internal) are available in one location	Provost/ Dir ORSP	C	*LoCAL funding opportunities are all prominently listed and detailed on their website *ORSP website continues to be updated	Fall, 2019 AY20
2	<u>Action Step 2</u> : As part of the implementation of the Advising Task Force recommendations, design and implement training for Master Advisors	Advising Task Force	SEM	*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	Sept, 2019 Spring, 2020 Spring, 2021 Summer, 2021
4	<u>Action Step 3</u> : Develop a sustainable plan for identifying and maintaining a Coordinator for Professional Development	Cabinet	SDM		

Campus Action Steps: Collaboration (Professional Development)

4	<u>C.7</u> . 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	C		
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- 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

Unit Responsible MSCHE Priority Alignment Milestones Date

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

2	<u>Action Step 1:</u> Expand opportunities for graduate assistantships, particularly related to teaching and research	<i>Dir Grad</i>	<ul style="list-style-type: none"> *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 	<ul style="list-style-type: none"> Spring, 2021 Spring, 2020 Spring, 2021 Fall 2021
3	<u>Action Step 2:</u> Explore ways for graduate students to develop a sense of identify and connection to SUNY Potsdam	<i>Dir Grad</i>	<ul style="list-style-type: none"> *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 	<ul style="list-style-type: none"> Spring, 2020
3	<u>Action Step 3:</u> Create a Graduate Student Council to advocate for and communicate the needs of SUNY Potsdam's graduate student body	<i>Dir Grad</i>	<ul style="list-style-type: none"> *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 	<ul style="list-style-type: none"> Spring, 2020

Goal B: Enhance the Effectiveness of Advising for all Students

2	<u>*Action Step 1*:</u> Review current advising practices and related data, and enhance the effectiveness of academic advising for all students	<i>Provost</i>	<ul style="list-style-type: none"> *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) 	<ul style="list-style-type: none"> January, 2019 3-Jan-19 June, 2019 Fall, 2019 Fall, 2019
2	<u>*Action Step 2*:</u> 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	<i>Provost</i>	<ul style="list-style-type: none"> *Advising Task Force continuing with implementation plans based on report recommendations 	<ul style="list-style-type: none"> Spring/Summer, 2020
2	<u>*Action Step 3*:</u> Based on the recommendations of the 2019 Advising Task Force, review and pilot the proposed Master Advisor Training Program	<i>Provost</i>	<ul style="list-style-type: none"> *Presentation at Extended Cabinet meeting; support for development of Master Advisor process to begin 	<ul style="list-style-type: none"> February, 2020

					*Plan to start training with core group	Fall, 2021
2	*Action Step 4*: Support the work of the Advising Task Force in creation of training modules for advisors	<i>Provost's Cabinet</i>	SEM		*Integrated into (draft) Title III grant proposal	Spring, 2021
2	Action Step 5: Pilot the development of "Major Maps" 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	<i>Deans</i>	C		*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.	Fall, 2019/ Spring 2020 Sep-21
Goal C: Increase Student Success through a Focus on Retention						
2	Action Step 1: Leverage the expertise of the Interim VP EM to identify and implement campus-wide strategies to increase student retention [Imperative]	<i>Provost's Cabinet</i>	SEM		*Campus Retention Summit *Regular retention updates included in A&S, Provost newsletters	November, 2019 Fall, 2019 & ongoing
2	*Action Step 2*: 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	<i>SSC/IE</i>	SEM		*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) *LoCAL is targeting sophomores for Handshake use and activation *In spring 2021, LoCAL is developing a sophomore-targeted "map your future" email/drop-in/workshop series (Delayed due to COVID) *Plans to implement sophomore-specific programming through the SSC *Expansion of Bridges to include returning former Bridges students	February, 2019 Fall, 2019 Summer, 2020 Fall, 2021 Fall, 2021
2	Action Step 3: Explore viability of half-term courses, specifically in terms of enhancing student retention; develop plan for implementation	<i>SSC/Assoc Provost</i>	SEM		*Pilots underway with Chemistry, Career Services *Three half-semester sections offered in Career Services (Note: due to staffing cuts, these courses are not able to proceed) *Group led by the Registrar working on a proposal	Spring, 2019 Nov, 2019
2	Action Step 4: 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	<i>SSC/Asst VP</i>	SEM		*Working on identifying courses that students want/need *Reconvening task force to consider replacing winterim with a May semester *Revised calendar approved by Pres Council *Awaiting approval of the calendar by UUP *May Term approved; will begin in May, 2023 *Provost charges a Special Sessions Task working group *Pilot Project Recitations led by faculty and w/ PACS	Spring, 2020 Spring, 2020 Spring, 2020 Summer, 2020 Fall, 2021 Fall, 2021

2	<u>Action Step 5:</u> Reevaluate and assess the effectiveness of the FY student programming including Orientation [Imperative]	<i>SSC/Assoc Provost</i>	SEM	*Proposal presented to President's Council. Orientation program revised for Summer 2020 to online delivery model with onboarding support. *FY Task Force provided initial recommendations *FY Task Force to be reestablished and rolled out in Fall, 2021	November, 2019 Spring, 2020 Fall, 2021
2	<u>Action Step 6:</u> Develop a campus-wide training program for peer mentors; tie the experience to the Micro-Credentialing initiative	<i>Dir Applied Learning</i>	SEM	*Proposal for online learning peer mentors submitted to Provost *Provost's Cabinet approved proposal; with focus on FWS	Winter 2020 February, 2021
3	<u>Action Step 7:</u> Generate and review data related to success of transfer students; develop plan to improve transfer student retention	<i>Asst VP</i>	SEM		
2	<u>Action Step 8:</u> Systematically use data to identify high-demand courses for implementation online and in special sessions	<i>Extended Cabinet</i>	SEM	*Ongoing process w/ Grad/Continuing Studies Office and Schools, in consultation w/ chairs	Ongoing
Goal D: Facilitate Initiatives that Enhance Student Recruitment					
2	<u>Action Step 1:</u> Support the creation and implementation of a Strategic Enrollment Management Plan for the campus, to include revamping the campus' approach to scholarship leveraging [Imperative]	<i>Provost's Cabinet</i>	SEM	*Interim VP EM hired *New SEM committee formed; focus on developing a SEM Plan *SEM Plan drafted; being revisited by new VPEM	September, 2019 January, 2020 Summer, 2021
3	<u>Action Step 2:</u> Enhance the identity and visibility of the Exploratory program	<i>A&S Dean/Provost</i>	SEM	*Milestones needed: Share data on retention successes; meet w/ new VPEM to explain program; overcome SLATE obstacles to registering as Exploratory	
2	<u>Action Step 3:</u> Develop a specific campaign to enhance the identify and visibility of the Potsdam Pathways and connections between a Liberal Arts education and the workplace	<i>Provost's Cabinet</i>	SEM	*Campus website updated *LoCAL strategy roadmap identifies curricular integrations for Career Services to enhance job visibility of liberal arts	Fall, 2019 Spring 2021
3	<u>Action Step 4:</u> Expand opportunities for faculty visits (in person and virtually) with prospective students in high schools and community colleges	<i>Deans</i>	SEM	*NOTE: in-person visits delayed Spring 2020 through Fall 2021 due to COVID	
2	<u>Action Step 5:</u> Develop and implement a strategy to re-engage SUNY Potsdam students who have taken a hiatus from their studies	<i>Provost's Cabinet</i>	SEM	*Data generated through IE; SSC leading efforts to call identified students	
2	<u>Action Step 6:</u> Assess the effectiveness of the College in High School program in terms of its potential as a recruitment pipeline; enhance connections between SUNY Potsdam and HS faculty	<i>Dir Grad</i>	SEM	*Informal assessment process initiated *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	Fall, 2020 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

Unit Responsible MSCHE Priority Alignment Milestones Date

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

2	*Action Step 1*: Develop a degree-completion program specific to non-traditional (i.e., adults, veterans, current military) students through the School of A&S [Imperative]	<i>Deans</i>	IE	<ul style="list-style-type: none"> *SIIM revisions delivered for submission to SUNY *Curriculum planning underway in INDS; goal to move proposal to the Senate by April 2020 *Design Thinking workshop held Jan. 20 *Exploring POLS, Human Services options *SIIM revision submitted to SUNY 	<ul style="list-style-type: none"> Fall, 2019 Spring, 2020 January, 2020 Spring, 2021 Spring, 2021
2	*Action Step 2*: 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]	<i>Provost's Cabinet</i>	SEM	<ul style="list-style-type: none"> *Planning underway to move the MS Management entirely online by 2022; SUNY approval in July, 2020 *Initial discussions for an online cannabis post-bacc certificate * Collaboration in Online MS in CJ--initial talks *Development underway to redesign MSED Literacy, MSED Ed Tech into online format 	<ul style="list-style-type: none"> Fall, 2019 & ongoing Fall, 2019 Summer, 2021
2	*Action Step 3*: 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]	<i>Cabinet</i>	SEM	<ul style="list-style-type: none"> *Cabinet meeting w/ Kim S (SUNY) *Work is initiated on updating the Institutional Readiness Plan *Revision of readiness and implementation documents underway 	<ul style="list-style-type: none"> Sept., 2020 Sept., 2020 February, 2021
2	*Action Step 4*: Evaluate initial year of Learning University (Heckscher Foundation); implement revised programming for summer 2020, 2021	<i>Asst VP</i>	IE	<ul style="list-style-type: none"> *Learning University planning underway through Heckscher Foundation funding; 3-week pre-college program initiated in summer 2019 *Budget planning underway for proposal for summer 2020 cohort; Funding has been confirmed *Similar planning underway for a summer program with Ellis Prep *NOTE: all planning on hold due to COVID-19 	<ul style="list-style-type: none"> Spring/Summer, 2019 Fall, 2019 Spring, 2020
2	*Action Step 5*: Gather and analyze market and student interest data from the Watertown/Northern region to identify viable academic programming including non-traditional and veteran markets	<i>Dir Grad</i>	IE	<ul style="list-style-type: none"> *Previous data collected; focus on prioritizing programmatic offerings at JCC site *Initial Planning for JCC/Potsdam Executive Committee 	<ul style="list-style-type: none"> Spring, 2021 Spring, 2021
3	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 & grad)	<i>Dir Grad</i>	SEM	<ul style="list-style-type: none"> *NOTE: Due to the pandemic, international programs are on hold 	<ul style="list-style-type: none"> Summer, 2020
2	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	<i>Extended Cabinet</i>	IE	<ul style="list-style-type: none"> *M. Popovich and M. LaVine met with International Charter School students in NYC/ 2021 *Visits planned (spring/summer) by students & faculty from Ellis Prep 	<ul style="list-style-type: none"> March, 2019 Spring, 2020

*LoCAL/Service Learning is engaged in a 5 year grant with Malone CSD (GEAR-UP) which will bring a cohort of 90 low-income students to campus twice per year for five consecutive years to connect with SUNY Potsdam student mentors

Fall, 2019

*NOTE: All in-person activities on hold for the duration of the pandemic

Goal B: Enhance Collaborations with Institutional Partners

3	*Action Step 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	<i>Cabinet/Chairs</i>	SEM	*NOTE: All in-person activities on hold for the duration of the pandemic	Summer/Fall, 2020
2	*Action Step 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)	<i>Dir, Graduate & Continuing Education/Deans/ Counselors</i>	SEM	*Initial conversations w/Oswego	Spring, 2019
2	*Action Step 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)	<i>Deans/all Academic Units</i>	SEM	*Group meeting to explore options	Fall, 2019
2	Action Step 4: Partner with the Associated Colleges to identify courses to promote through cross-registration	<i>Cabinet</i>	SEM	*Open invitation for Anthropolooza	Fall, 2018
2	Action Step 5: Determine the feasibility of participating in a multi-institutional partnership focused on an online graduate program in Criminal Justice	<i>Cabinet</i>	SEM	*NOTE: All in-person activities on hold for the duration of the pandemic	Summer/Fall, 2020
2	Action Step 6: Continue to build articulated pathways from community colleges into Potsdam's degree programs.	<i>Cabinet</i>	SEM	*Initial conversations w/ Associated Colleges CAOs	Sept., 2020
2	Action Step 5: Determine the feasibility of participating in a multi-institutional partnership focused on an online graduate program in Criminal Justice	<i>Cabinet</i>	SEM	*Initial conversations w/ comprehensive sector CAOs	Sept., 2020
2	Action Step 6: Continue to build articulated pathways from community colleges into Potsdam's degree programs.	<i>Cabinet</i>	SEM	*Initial meeting w/ Empire, Buff State, Oswego, Old Westbury, Oswego, Oneonta	10-Nov-20
2	Action Step 6: Continue to build articulated pathways from community colleges into Potsdam's degree programs.	<i>Cabinet</i>	SEM	*Revisiting articulation pathway w/ Clinton CC in Graphic Design *Agreements signed w/ Adirondack CC in Ex Sci, Comm Health	November, 2020 January, 2021

Goal C: Enhance Access by Removing Financial Barriers

3	*Action Step 1*: Re-energize the campus' OER initiatives and implementation	<i>Dir Libraries, Cabinet</i>	IE	*Note: waiting for arrival of new Librarian	
4	Action Step 2: Implement component of financial aid literacy into onboarding/orientation for students; assess effectiveness and make recommendations for refinement	<i>SSC/Assoc Provost/OSS Team</i>	IE		
1	Action Step 3: Finalize and submit a Title III grant focused on student access and success	<i>Extended Cabinet</i>	IE	*Draft planning document in process *Title III proposal submitted	Summer, 2021 Summer, 2021

- Priority 1- Completed**
- Priority- 2 In Process**
- Priority 3- Initiate AY21 (Fall 20/Spr 21)**
- Priority 4- Initiate AY22-23**

FOCUS AREA: Embrace Diversity and Inclusion

Unit Responsible MSCHE Priority Alignment Milestones Date

Goal A: Ensure Students' Academic Experiences Reflect the Campus' Values of Diversity and Inclusion

1	<u>Action Step 1:</u> Fully implement the Soliya initiative; assess the effectiveness and make recommendations for refinement as appropriate [Imperative]	Cabinet	IE	*Initial implementation with limited student cohort; faculty/staff/alum training as facilitators *Second group of first-year students complete program *1YC integrated into summer virtual Orientation	Fall, 2020 January, 2021 Summer, 2021
2	<u>Action Step 2:</u> Support the faculty in the creation of more diverse course offerings that engage students in issues around race and social justice	Deans	IE	*LoCAL developing a plan to fully engage with SUNY COIL to improve internationalization of curriculum *DEI attribute in place; committee reviewing courses	Spring 2021 Fall, 2020
2	<u>Action Step 3:</u> Develop summer programming specific to international partners (faculty and students)	Cabinet/Dir International	IE	*Conversations ongoing regarding summer programming for partners from India, China *COIL faculty director/liaison identified *NOTE: Currently on hold due to the pandemic	Ongoing Spring, 2021
2	<u>Action Step 4:</u> Expand/strengthen curricular offerings and academic experiences focused on the region's Native American and Indigenous student population	Provost	IE	*"Native American Campus Stakeholders Group" established *Native American Studies minor being evaluated for revision	Nov, 2018 Spring, 2019
2	<u>Action Step 5:</u> Enhance opportunities to share indigenous knowledge to the campus community	Asst VP/CCPD	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	Spring, 2019 Spring, 2021
1	<u>Action Step 6:</u> Assess the level of graduate student diversity; establish goals and strategies to increase diversity of the graduate student enrollment	Dir Grad	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	Spring, 2021 AY21 AY21
2	<u>Action Step 7:</u> Increase the visibility of and enrollment in the Minor in Disability Studies	Cabinet	IE	*Effort to connect to ed programs were not successful; Chair INDS is working on this issue in Spring 21	Spring, 2021

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

2	<u>Action Step 1:</u> Develop and support professional development opportunities specific to issues of diversity and inclusion within academics and the workplace	DEI	IE	*Ongoing PD (both external and w/in Potsdam) provided to faculty specific to ADA compliance	AY21
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2	* <u>Action Step 2</u> *: Implement the campus' goals and strategies related to faculty recruitment and retention as proposed in the SUNY Potsdam PRODiG application	<i>Cabinet</i>	IE	*Potsdam's PRODiG plan accepted by SUNY; initial five faculty members confirmed	Fall, 2019
				*Second year of implementation- additional PRODiG faculty member identified and approved through SUNY	Fall, 2020
				*Third year of implementation- Potsdam not able to participate (SUNY approval for temp faculty positions only)	Summer, 2021
2	* <u>Action Step 3</u> *: Continue to support the implementation and expansion of the PRODiG Fellows program	<i>Cabinet</i>	IE	*First PRODiG Fellow hired for AY21 (Kathryn Allen)	Summer, 2020
				*Second cohort advertisement live for AY22	January, 2021
				*Second PRODiG Fellow to begin for fall 2021 semester	Summer, 2021
2	<u>Action Step 4</u> : Collaborate with the CDO to develop robust diversity training for faculty search committees	<i>Cabinet</i>	IE	*CDO in process of developing search co training materials; used in VP search	Spring, 2021
				*CDO meeting regularly w/ Provost, Provost's Cabinet	Spring, 2021
3	<u>Action Step 5</u> : Collaborate with the CDO to develop criteria and responsibilities for "diversity advocates" to serve on every faculty search committee	<i>Cabinet</i>	IE		

FOCUS AREA: Support the Expansion of Creativity and Innovation

Goal A: Expand Students' Experiences in Creativity and Innovation

	Unit Responsible	MSCHE Priority Alignment	Milestones	Date
3	<i>Dir ORSP/Dir LoCAL</i>	C	*The Lougheed Learning Commons redesign has created display space for the arts, and both printmaking and 3D courses have already taken advantage of it; *LLC staff are soliciting additional use of the space for Spring 2020 (Postponed due to COVID)	Fall, 2019
3	<i>Dir Grad</i>	C	*Milestone to include enhancing Grad participation in Learning & Research Fair and a graduate-specific award; this discussion took place but was stalled by COVID	
4	<i>Dir OSRC/Dir LoCAL</i>	C	(Note: postponed due to Barrington construction in AY 2019/20) *EIPF funding was used to purchase posterboard upgrades beginning Spring 2020, modernizing our infrastructure	Spring, 2020
1	<i>Provost's Cabinet</i>	C	*Creativity course created and integrated as core to revised student-designed major, "ISM"	Spring, 2021
3	<i>Cabinet</i>	C	*Creativity course pilot Spr 20	
2	<i>Deans</i>	C	*LoCAL developing a plan to fully engage with SUNY COIL to improve internationalization of curriculum	Spring 2021

Goal B: Enhance Processes to Encourage Innovation and Creativity

2	<i>Cabinet</i>	C	*Ongoing discussions at Provost's retreats and academic summits	
3	<i>Dir Grad</i>	C	*To be convened in Spring, 2020 ; done but stalled by COVID *Vision group was convened; on pause with COVID * Will pick this back up in Spring 2022	Spring, 2020 Spring, 2022
3	<i>Provost's Cabinet</i>	C		
3	<i>Extended Cabinet</i>	SDM		

2	<u>Action Step 5:</u> Develop and implement strategies for publicly showcasing the creative work of faculty, staff, and students	<i>Extended Cabinet</i>	C	*RSPO is working with Lougheed to showcase faculty research & other endeavors.	Spring 2021
4	<u>Action Step 6:</u> In collaboration with CPS and the Office of Advancement, develop a proposal for an arts residency (either for the summer and/or virtually)	<i>Provost's Cabinet; Dir of LoCAL</i>	C		

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

Unit Responsible

MSCHE Priority Alignment

Milestones

Date

Goal A: Enhance Processes to Support Academic Experiences

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

Goal B: Enhance Structures to Support Academic Experiences

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

			*Implementation nearly complete; currently have open ticket w/ SICAS to finalize	Fall, 2019
			*Testing to begin in Spring 2020; on track for fall 2020 implementation	Spring, 2020
			*Update: Registrar working w/ CTS to resolve final programming issues; testing to begin Spring/Summer 2021	Spring, 2021
			*Update: New tech issues identified, working with CTS to resolve	September, 2021

Goal C: Develop Processes for Ensuring Academic Viability

2	<u>Action Step 1</u> : 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]	Provost's Cabinet	SDM	*Initial draft developed, shared w/ Cabinet	January, 2020
2	<u>Action Step 2</u> : 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]	Provost's Cabinet	SDM	*New program review draft developed	Spring, 2020
2	<u>Action Step 3</u> : Within a shared governance framework, develop criteria and processes for identifying programs for reduction or elimination [Imperative]	Cabinet	SDM	*Rubric developed and shared w/ faculty governance leaders	Spring, 2018
				*Criteria drafted through Provost's Cabinet	November, 2020
				*FASP subgroup completes draft to share with Cabinet	March, 2021
2	<u>*Action Step 4*</u> : Identify "core" programs and resources needed to ensure continued viability and quality [Imperative]	Cabinet	SDM	*Initial contact made w/ Provost Laursen regarding SUNY's goals *Draft process begun through discussions at Provost's Cabinet	November, 2020 November, 2020
1	<u>Action Step 5</u> : Review the Low Enrolled course policy; make recommendations for revision as appropriate [Imperative]	Cabinet	SDM	*Review of draft policy initiated in Provost's Cabinet *Revision vetted through Chairs' Council *Revision posted to website	November, 2020 Fall, 2020 February, 2021
3	<u>Action Step 6</u> : Develop and implement a fully vetted process for reviewing academic minors for viability [Imperative]	Cabinet	SDM		
3	<u>Action Step 7</u> : Working within a shared governance framework, streamline the curriculum (e.g., requirements within the major) to reduce under-enrolled courses [Imperative]	Cabinet	SDM		
3	<u>Action Step 8</u> : 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	Deans	SDM		
3	<u>Action Step 8</u> : Develop and implement the criteria and processes for determining appropriate course caps	Cabinet	SDM		

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

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

1 Action Step 4: Develop an Academic Response Plan for spring, 2021 [Imperative]

Extended Cabinet

SDM

*Completed; part of the campus' Spring 2021 Reopening Plan

Spring, 2021

Priority 1- Completed

Priority 2 In Process

Priority 3- Initiate AY21 (Fall 20/Spr 21)

Priority 4- Initiate AY22-23

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Action Steps Completed/Ongoing AY2020

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

Action Steps Completed/Ongoing

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

Date

Ongoing

Ongoing

Spring, 2020

Ongoing

Ongoing

January, 2020

Ongoing

Ongoing

Date

Summer, 2020

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Spring, 2020

Date

Ongoing

Ongoing

Ongoing

Ongoing

Date

Ongoing

Ongoing

November, 2018

Ongoing

Date

Ongoing

Ongoing

Date

Spring, 2020

Date

Spring, 2020

Ongoing

Ongoing

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

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

Action Steps Completed

Goal A: Enhance Processes to Support Academic Experiences

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

Goal B: Enhance Structures to Support Academic Experiences

Action Step 2: Restructure the Office of Graduate and Continuing Education to refocus on areas of academic priority

Action Step 4: Propose new structures for the budgeting process to empower units with strategic fiscal decision-making and to enhance transparency

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 transcribing

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*