

Academic Affairs Strategic Plan (AY 2019/2020)

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

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

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

Update for AY 2019/20: At the conclusion of AY 2018/19, Action Steps were reviewed by the Provost's Extended Cabinet and the plan's spreadsheet was updated to reflect milestones, dates, and progress. Color coding was changed to reflect progress made to date by July 1, 2019. At that time, the AY18/19 plan was

The current AY 2019/20 Academic Affairs Strategic Plan was drafted 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 through a series of meetings in the summer and fall of 2019 including through the Provost's Cabinet, Extended Cabinet, and Academic Affairs Leadership Retreat. A focus was placed on reprioritizing existing Action Steps as well as considering whether these Action Steps align with the campus' Strategic Plan, align with "hopes" expressed by constituencies and the campus community, and are achievable. "Priority" action steps were also identified, reflected 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 "Coffee and Conversation," the Provost's Newsletter, and Senate meetings.

In addition, the AY 2019/20 Academic Affairs Strategic Plan was reviewed for alignment with the four priority areas as identified by the SUNY Chancellor. These priorities include:

- ***Innovation & Entrepreneurship (e.g., OER, Open Access)**
- ***Individualized Education (e.g., seamless transfer, micro-credentials, online, analytics, non-trad, applied**
- ***Sustainability**
- ***Partnerships (e.g., businesses, philanthropy)**

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

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

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Goal A: *Enrich and Expand the Curriculum*

Goal B: *Review and Revise Organizational Practices*

Goal C: *Provide Necessary Programmatic Tools and Resources*

FOCUS AREA: Support the Success of Faculty and Staff

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

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

FOCUS AREA: Enhance the Student Experience

Goal A: *Enhance Students' Academic Life*

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

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

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

Goal E: *Facilitate Initiatives that Enhance Student Recruitment*

Goal F: *Expand Learning Opportunities Beyond the Classroom*

Goal G: *Enhance Academic Student Services*

FOCUS AREA: Expand Student Access

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

Goal B: *Enhance Collaborations with Institutional Partners*

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: *Expand Innovation and Creativity in Programmatic Opportunities*

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

FOCUS AREA: Enhance Organizational Effectiveness

Goal A: *Enhance Processes to Support Academic Experiences*

Goal B: *Enhance Structures to Support Academic Experiences*

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

Glossary of Abbreviations

- *Asst VP- 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

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Unit Responsible

Milestones

Date

Goal A: Enrich and Expand the Curriculum

Ongoing

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

Dir Grad/Deans

- *CAS Inclusive & Special Education/Registered Spring, 2018
- *CAS College Teaching (registered) Fall, 2018
- *MS Management (revision of OPT); registered Spring, 2018
- *Discussions initiated regarding graduate certificate in Music Technology Spring, 2018
- *MSED Instructional Tech; plan to deactivate and move to C&I Fall, 2019
- *Agreement signed w/ BA Arts Management & Arts MA at Purchase Nov, 2018
- *Initial discussion w/ Oswego re Mental Health Counseling; may include certificate in Rural Health Nov, 2018
- *Articulation agreement w/ Rockefeller- pipeline to MS in International Affairs Nov, 2018
- *School/District Leader; approved by Senate 3/19; external reviewers 4/19 Spring, 2019
- *Meetings held regarding MS Communication, with possible tracks in Business, Health, Heritage Fall, 2019
- *Discussions initiated regarding a track in the MS Management program for Music Business Fall, 2019
- *Discussions initiated regarding Cannabis studies (online post-bacc certificate) Fall, 2019
- *Discussions underway to revise the Ed Tech/Instructional Design degree Fall, 2019
- *Discussions underway regarding programs in School Counseling and/or Mental Health Counseling Fall, 2019
- *Currently doing environmental scans to determine viability for Communication, Athletics (teaching) Spring, 2020
- *MAT Music Education has passed through Crane Assembly January, 2020
- *MS Management online approved by SUNY August, 2020

Ongoing

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

Dir Gen Ed/Deans

- *Interim Director and WAYS coordinators identified and in place Fall, 2019; Sum 2020
- *LoCAL has been actively engaged in implementation, focused on integrating SUNY definitions with Pathways learning outcomes, and creating efficient processes for applied learning course approval Fall, 2019
- *Incentive proposal for WAYS faculty approved February, 2020

1	<u>Action Step 3:</u> 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]	Assoc Provost	*Training for WAYS instructors *WAYS courses ready for implementation for incoming students	Summer, 2020 Fall, 2020
			*Academic Assessment Plan Template and Report Template revised	Summer, 2017
			* Academic Assessment website revised to clarify steps, components, process, and timeline	Summer, 2017
			* Report/Plan submission process revised to be sure that reports are being seen by administration so recommendations can be reviewed for funding allocation	Spring, 2017
			* Program Review and Departmental Self-Study Guidelines revised to create a single campus document; completion in spring 2019	Spring, 2019
			* Program Review and Departmental Self-Study process to be reviewed to confirm who is responsible for supporting which steps and which timelines; completed in fall 2018	Summer/Fall 2018
			*The process is in place for most SOEPS programs as they are seeking national certification (BA is in process)	Spring, 2018
			*Developing communication plan to facilitate timely completion of assessment requirements; to be implemented in AY 2019/20	February, 2018
			*Program review guidelines & updates to process overview and templates to incorporate ISLOs to be completed by end of spring 2020 semester	Spring, 2020
2	<u>Action Step 4:</u> Work with SUNY's academic affairs to determine process for program revision to align programs with the new general education requirements [PRIORITY]	Assoc Provost/Deans/ AA Coord	*Review of current programs in process by the Assoc Provost	Fall, 2019
			*Review process underway; to be completed by end of spring 2020 semester	Spring, 2020
3	*Action Step 5*: Review the General Education program for alignment with the new SUNY system General Education guidelines; revise as needed	Assoc Provost/Gen Ed Dir	*Assoc Provost has been in contact w/ SUNY Admin	Fall, 2019
2	<u>Action Step 6:</u> Provide students with expanded opportunities to explore issues around sustainability, broadly defined, across curricular experiences	Deans	[NOTE: This has been integrated into the campus S. Plan]	
			*Sustainability minor approved	July, 2020
2	<u>Action Step 7:</u> Expand curricular options related to rural studies.	Deans/ Dir LoCAL/ Dir Grad	*Conversations underway to connect students w/ businesses for opportunities related to jobs, internships	Sept., 2019

			*Undergrad course offered providing students w/ North Country experiences	Fall, 2019
			*Initial brainstorming regarding rural studies in undergrad, grad programs	Fall, 2019
			*LoCAL staff have worked with Dr. Youngblood to begin collaboration discussions; EEO has implemented Potsdam Connect, to encourage and facilitate local organizations collaborating with students on projects	Fall, 2019
2	Action Step 8: 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	Deans	*Initial work underway w/in A&S	Fall, 2019/ Spring 2020
			*A&S administration participating in EAB Major Mapping initiative	Spring, 2020
			*LoCAL provided applied learning map to A&S for integration in departmental maps	

Goal B: Review and Revise Organizational Practices

2	Action Step 1: 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). [PRIORITY]	Provost's Cabinet	*Initial draft developed, shared w/ Cabinet	January, 2020
2	Action Step 2: Review/revise campus curricular review to streamline and strengthen the on-campus processes	Deans/Fac Senate	*Revision Working Group in process (Fall, 2018); Faculty Checklist form created	Fall 17/Spr 18/ Fall 2018
			*Working groups complete reviews; sent to FS Exec	Fall, 2018
			*Pilot revised process for new program on-campus approval	Spring, 2019
Ongoing	Action Step 3: Through an annual meeting of the Academic Affairs Leadership, review and update the Academic Strategic Plan; disseminate the annual review	Provost	*Annual Fall Extended Cabinet/Ac Leadership Retreat reviews strategic goals; process is in place	Ongoing
			*Feedback sought on Plan drafts via annual Summit, Faculty Senate, Coffees, and other venues; plan also posted on provost's website	Ongoing
2	Action Step 4: Using the process developed, for review of new programs, deans will work with their faculty to review new academic programs and, as appropriate, make recommendations for revision (or discontinuance).	Provost's Cabinet	*New program review draft developed	Spring, 2020

Goal C: Provide Necessary Programmatic Tools and Resources

Ongoing	<u>Action Step 1:</u> Assess needs of current/proposed programs to identify technology and equipment appropriate for program success	Provost/Deans	*Foundation Account established for new programs; *Need to develop a process for identifying new/ongoing curricular equipment needs and regularize funding streams necessary *Review of resources integrated into New Program Review process	AY 2017 (account re-established) Spring, 2020
3	<u>Action Step 2:</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		
1	<u>Action Step 3:</u> Assess the implementation of the SUNY-wide Alma Library Service Platform to support increased and easier resource sharing for students/faculty	Dir Libraries	*Alma was implemented in July, 2019 *100% automation and integration w/ Banner *Resource Sharing component within Banner has begun	January, 2020

Campus Action Steps: Academic Excellence

Ongoing	<u>C.1.</u> By Fall 2019, we will either offer, or have submitted to SUNY, five or more new academic programs that each have the potential to attract 50 or more new students per year	Deans/Dir Grad	*As of June, 2018, the following new/revised programs have been submitted and/or completed: BA Arts Management, BS GIS, CAS College Teaching, CAS Special/Inclusive Ed, MS Management, Minor Musical Theatre *Post-Bacc certificate in Pre-Health is in progress *Discussions in Crane regarding expanding Music Business to include options for no/alternative audition *B.S. Computer Science Educator completed SUNY comment period; will need to identify external reviewers in fall, 2019 *Minors in Sports Management & Disabilities Studies approved in Spr 2018; courses being offered in Spring, 2019 *Minor in Applied Math approved *Programs in development: BS Nanoscience, B.A. Liberal Arts, B.A. International Health, Music Minor *New yield strategies underway across all Schools and the Watertown site *B.S. Environmental Science has been approved by President's Council and Faculty Senate (4/25/19); received OK from SUNY to proceed with full proposal (12/31/19)	Spring, 2018 AY 18/19 Spring, 2019 Spring, 2019 Fall, 2018 AY 18/19 Spring, 2019 May, 2019/ Fall, 2019
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Ongoing

C.2. Review current programs to identify potential for growth and, through shared governance, develop a plan to support these areas of student and faculty interest

Deans

*Ongoing process through Cabinet; draft rubric has been developed and shared w/ faculty leaders (need to revisit process in AY 19/20)
*Expansion of MS Management, BA/BS in CH/ECH at JCC

Spring, 2018
Spring, 2019

4

C.3. By start of the 2019/20 academic year, identify \$15,000 annually to provide funding for recognition or start-up of innovative and/or cross-disciplinary initiatives and reward faculty/staff for basic research including scholarly and creative endeavors

Provost/Advancement

FOCUS AREA: Support the Success of Faculty and Staff

Goal A: Support a Positive Work/Life Balance

1	<u>Action Step 1:</u> Streamline approval processes for online courses and enhancing faculty support [PRIORITY]	Assoc Provost/Asst VP/ SOEPS Dean	*Temp ID moved to FT Term appointment	September, 2019
			*New process for approval drafted; working on work for hire contract	Fall, 2019
			*Call announced for Online Fellows for Spring, 2020; Fellows identified	October, 2019/ December 2019
			*New pedagogy course implemented; several sessions offered	Summer, 2020
			*Online Academic Coaches identified to provide peer mentoring support	Summer, 2020
Ongoing	<u>Action Step 2:</u> Review/Revise policies related to compensation (e.g., release time, stipends) for extra service to ensure equity across units and schools through a transparent process	Cabinet	*Descriptions being developed for program coordinators, etc. to include responsibilities and deliverables	Fall, 2019
			*Cabinet archiving role descriptions; include MOUs with EAFs	Fall, 2019
			*LoCAL positions all have up to date descriptions and MOUs	Fall, 2019
Ongoing	<u>Action Step 3:</u> Identify ways to recognize faculty/staff participation in the campus' strategic goals	Cabinet	*Changes made to FIF to include DEI, advising, applied learning	Spring, 2019
			*Implementation of Recruitment/Retention Award	ongoing
			*Website consolidating faculty/staff resources underway	Fall, 2019

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

Ongoing	<u>Action Step 1:</u> Enhance technology support, access, and training for faculty and staff	CCI/Assoc Provost	*Programming offered through CCI	Fall 17/Spr 18 Fall18/ Spr19
2	<u>Action Step 2:</u> Create a site in the Quad where all grant opportunities (including internal) are available in one location	Provost/ Dir ORSP	*LoCAL funding opportunities are all prominently listed and detailed on their website	Fall, 2019
			*ORSP website continues to be updated	AY20
Ongoing	<u>Action Step 3:</u> Implement revised supports, including internal grants and PD, focused on research and scholarly productivity	Dir ORSP	*Revision of internal grants implemented	Fall, 2019

			*Regular newsletters provided out of ORSP	AY20
3	Action Step 4: As part of the implementation of the Advising Task Force recommendations, design and implement training for Master Advisors	Advising Task Force	*Task Force report completed; recommendations shared w/ Cabinet *Training outline drafted; plan awaiting funding source	Sept, 2019 Spring, 2020
Ongoing	Action Step 5: Create a mechanism for faculty input into themes for CCI programming	SOEPS Dean	*CCI Advisory Board assists in recommending topics, etc.	AY20
Campus Action Steps: Collaboration (Professional Development)				
Ongoing	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	Media Design/Dir ORSP	*CCI website includes updated schedule of PD; these are also included in the Provost's Newsletter; goal to have completed in fall 2019 *Update of ORSP website in process *COVID-specific Teaching Remotely site created	Fall 17/Spr 18 Spring, 2019 Spring, 2020
N/A	C.5. By the beginning of the spring 2019 semester, the CCI will develop an educational program for academic faculty, like Rising Stars	Assoc Provost	*NOTE: This is already available through SUNY; however, there are currently no identified funds to support individual's participation	
1	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	CCI PD Coordinator	*Program planning underway specific to DEI goals and the new generation of college students *Events occurring throughout 2019 *Retention Summit held *GenZ Book Chats offered in Spring	Fall, 2018 November, 2019 Spring, 2020
4	C.7. By the end of the spring 2020 semester, the Cabinet will recommend to the PC a variety of sabbatical options to support faculty scholarship that do not rely on full-year sabbaticals for funding	Provost's Cabinet		

Priority 1- Completed

Priority 2 In Process

Priority 3- Initiate AY20 (Fall 19/Spr 20)

Priority 4- Initiate AY21-22

FOCUS AREA: Enhance the Student Experience

Unit Responsible

Milestones

Date

Goal A: Enhance Students' Academic Life

4	<u>Action Step 1:</u> Explore a range of options to celebrate student achievement	Extended Cabinet		
2	<u>Action Step 2:</u> Identify high-achieving students with the potential of transferring out of SUNY Potsdam and develop individual pathways to increase retention	SSC (Data)/Dir OSRC	<ul style="list-style-type: none"> *SSC to pull list of high-achieving students and coordinate with LoCAL on messaging through Navigate *Developing process for applications to student Fulbrights *A team has been created to shepherd the Fulbright process, and the first application is either underway *Process developed for applications to student Fulbrights *A team has been created to shepherd the Fulbright process 	<ul style="list-style-type: none"> Spring, 2019 Fall, 2019 Fall, 2019 Fall, 2019 Fall, 2019

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

2	<u>Action Step 1:</u> Expand opportunities for graduate assistantships, particularly related to teaching and research	Dir Grad	<ul style="list-style-type: none"> *Piloting first GA position in the History dept. for Fall 2018, and have greatly expanded positions in the Student Success Center for 18/19 year *TA positions added to LoCAL/Career Services/CCI *Revision of GA position process underway *Campus-wide GA/GAP requests have been opened for AY20/21 	<ul style="list-style-type: none"> Fall, 2018 2018/19 Spring, 2020 Spring, 2020
4	<u>Action Step 2:</u> Explore ways for graduate students to develop a sense of identify and connection to SUNY Potsdam	Dir Grad		
Ongoing	<u>Action Step 3:</u> Implement Slate to enhance students' application experience	Dir Grad	<ul style="list-style-type: none"> *Slate implementation in process *Note: Grad onboarding is moving fully online 	<ul style="list-style-type: none"> Summer, 2019 Spring, 2020
3	<u>Action Step 4:</u> Create a Graduate Student Council to advocate for and communicate the needs of SUNY Potsdam's graduate student body	Dir Grad	<ul style="list-style-type: none"> *An informal Grad Student Advisory group in the process of development 	<ul style="list-style-type: none"> Spring, 2020

Goal C: 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	Provost	<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 	<ul style="list-style-type: none"> January, 2019 3-Jan-19 June, 2019
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			<ul style="list-style-type: none"> *Task Force meeting w/ the Cabinet *A&S planning related to major mapping (EAB template) *first draft of an Applied Learning Passport created, which is a 4-year advising guide for students; implementation planned for Fall 2020. 	September, 2019 October, 2019 Fall, 2019
			<ul style="list-style-type: none"> *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) 	Fall, 2019
2	*Action Step 2* : Reconvene the Advising Task Force to finalize the development of an advising assessment plan and assessment instruments; begin the pilot of the plan's implementation	Provost	*Advising Task Force continuing with implementation plans based on report recommendations	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	*Presentation at Extended Cabinet meeting; support for development of Master Advisor process to begin	February, 2020
3	*Action Step 4* : Support the work of the Advising Task Force in creation of training modules for advisors	Provost's Cabinet		
2	*Action Step 5* : Increase advisor use of SSC navigate by 25% in AY 2020	Deans/SSC	<ul style="list-style-type: none"> *SSC Navigate training planned for Fall, 2019 *SSC Navigate training included in New Faculty Seminars *LoCAL and SSC are collaborating to connect data in Handshake to data in Navigate to improve the info available to all advisors *NOTE: SUNY has declined the three-year contract with EAB; may need to transition to Starfish; task group working on justification/ROI for Navigate 	Fall, 2019 Fall, 2019 Fall 19/Spring 20 Summer, 2020
Goal D: 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 [PRIORITY]	Provost's Cabinet	<ul style="list-style-type: none"> *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 SSC-Campus to engage students	SSC/IE	<ul style="list-style-type: none"> *Enrollment census pilot in Spr 2019, focused on DFW courses *Planning underway in SSC for sophomore outreach *LoCAL is targeting sophomores for Handshake use and activation *In summer 2020, LoCAL is developing a sophomore-targeted "map your future" email/drop-in/workshop series *In spring 2021, LoCAL is developing a sophomore-targeted "map your future" email/drop-in/workshop series (Delayed due to COVID) 	February, 2019 Spring, 2019 Fall, 2019 Summer, 2020 Summer, 2020
2	Action Step 3 : Explore viability of half-term courses, specifically in terms of enhancing student retention; develop plan for implementation	SSC/Assoc Provost	*Pilots underway with Chemistry, Career Services	Spring, 2019

			*Three half-semester sections offered in Career Services *Group led by the Registrar working on a proposal	Nov, 2019
3	<u>Action Step 4:</u> Expand special sessions course offerings with the explicit goal to help students improve their GPA, meet S.A.P; including expansion of online courses and online tutoring	SSC/Asst VP	*Online tutoring activated in fall 2018; continues in spring 2019	AY 18/19
			*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	Spring, 2020 Spring, 2020 Spring, 2020 Summer, 2020
Ongoing	<u>Action Step 5:</u> Identify courses with high DFW rates; expand strategies to support students' success.	Assoc Provost/SSC/Deans	*Through SSC, high DFW courses are identified and outreach to faculty initiated *Fall 2019 pilots held implementing recitation sections; "community of practice" formed w/ faculty	Fall, 2019 Fall, 2019
2	<u>Action Step 6:</u> Reevaluate and assess the effectiveness of the FY student programming including Orientation [PRIORITY]	SSC/Assoc Provost	*Task force to be reconvened in Fall, 2019 *Proposal presented to President's Council *Task Force continues to meet to prepare for summer 2020 implementation *FY Task Force in process *FY/FYSS working group convened	Fall, 2019 November, 2019 Spring, 2020 Spring, 2020 Summer, 2020
3	<u>Action Step 7:</u> Develop a campus-wide training program for peer mentors; tie the experience to the Micro-Credentialing initiative	Dir Applied Learning	*Note: Work will begin on Peer Mentoring rollout after Career Counselor returns from parental leave	
3	<u>Action Step 8:</u> Generate and review data related to success of transfer students; develop plan to improve transfer student retention	Asst VP		
3	<u>Action Step 9:</u> Enhance students' sense of belonging through initiatives that could include development of campus traditions, parental engagement, and department-specific initiatives	Extended Cabinet		
Goal E: 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 [PRIORITY]	Provost's Cabinet	*Interim VP EM hired *New SEM committee formed; focus on developing a SEM Plan	September, 2019 January, 2020
Ongoing	<u>Action Step 2:</u> Expand, implement, and assess program-specific Open Houses [PRIORITY]	Deans	*PHHP piloting "virtual" Open House *STEM Open House *Spring 2020 Open Houses planned: STEM, Arts	Spring, 2020 November, 2019 Spring, 2020
3	<u>Action Step 3:</u> Enhance the identity and visibility of the Exploratory program	A&S Dean/Provost		

2	Action Step 4: 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>	*Campus website updated	Fall, 2019
3	Action Step 5: Expand opportunities for faculty visits (in person and virtually) with prospective students in high schools and community colleges	<i>Deans</i>		
Goal F: <i>Expand Learning Opportunities Beyond the Classroom</i>				
2	Action Step 1: Enhance visibility of and increase participation in the National Student Exchange, with the goal of increased marketing/recruitment	<i>Dir International</i>	*LoCAL Social Media Intern is developing a marketing campaign for NSE for spring 2020.	Spring, 2020
2	*Action Step 2*: In collaboration with Student Affairs, and through the SUNY PIF grant, develop “badges,” Micro-credentials, or other methods to identify students’ competencies in workplace knowledge and skills	<i>SSC/Asst Provost</i>	*SUNY funding received; Work Group in process	Fall 17/Spr18
			*Work Group to present findings to the Senate	Fall, 2018
			*Micro-credentials active; process has been established for submission, review, approval of proposed programs	Spring, 2019
			*Summit Leadership micro-credential completed and implemented	Spring, 2019
			*Summit officially part of FYSS core syllabus for Fall, 2020	Fall, 2020
Ongoing	Action Step 3: Implement high impact practices to enhance extra-curricular experiences for all students	<i>Extended Cabinet</i>	*LoCAL and STEM departments actively collaborating (e.g., expanded Chemtoberfest to include the LLC; built the Geology Rock Garden with support from the EIPF grant)	Fall, 2019
			*LoCAL and STEM departments planning for a STEM equipment library that will support pre-service teachers and local schools	Spring, 2020
			*Using funding from the EIPF grant, created the Potsdam Connect database to allow local organizations and Potsdam alumni to benefit from student expertise through micro-internships and project-based learning, working with students individually or as a course	Fall, 2019
			*Using funding from the EIPF grant, contracted with an international company to develop 20 new internship opportunities specifically for SUNY Potsdam students in the NYC metro area.	Fall, 2019
			*NCPR Internship planning in process focused on interning opportunity for diverse students; implementation planned for fall, 2020	Fall, 2019
			*LoCAL and STEM departments planning for a STEM equipment library that will support pre-service teachers and local schools (Did not happen. COVID delayed, then SUNY rescinded the funding.)	Spring, 2020

*Used funding from the EIPF grant to the Potsdam Connect database to allow local organizations and Potsdam alumni to benefit from student expertise through micro-internships and project-based learning, working with students individually or as a course	Fall, 2019
*Used funding from the EIPF grant to develop 20 new internship opportunities specifically for SUNY Potsdam students in the NYC metro area. Completed Spring 2020	Fall, 2019
*NCPR Internship developed for journalism opportunity for diverse students; First intern began Fall 2020.	Fall, 2019

Goal G: *Enhance Academic Student Services*

2	<u>Action Step 1:</u> Come into full compliance with SOT (Student Outcomes Tracking) requirements [PRIORITY]	Assoc Provost	<ul style="list-style-type: none"> *SOT working group formed *Testing is occurring; communications to be sent to advisors 	<ul style="list-style-type: none"> Spring, 2019 February, 2020
2	<u>Action Step 2:</u> Implement degree planning software module through existing DegreeWorks (BearDen) platform	SSC/Registrar/Assoc Provost	<ul style="list-style-type: none"> *Process began w/ Registrar, SSC, SICAS, CTS; piloted with SSC advising staff in fall 2019 *Implementation nearly complete; currently have open ticket w/ SICAS to finalize *Testing to begin in Spring 2020; on track for fall 2020 implementation 	<ul style="list-style-type: none"> Spring, 2019 Fall, 2019 Spring, 2020

Priority 1- Completed

Priority- 2 In Process

Priority 3- Initiate AY20 (Fall 19/Spr 20)

Priority 4- Initiate AY21-22

FOCUS AREA: Expand Student Access

Unit Responsible 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 [PRIORITY]	Deans	<ul style="list-style-type: none"> *Discussions initiated in A&S; initial focus on implementing the SIIM at JCC *Cross-disciplinary group working on revisions to SIIM *Curriculum planning underway in INDS; goal to move proposal to the Senate by April 2020 *Design Thinking workshop held 	<ul style="list-style-type: none"> Fall 18/Spr 19 Fall, 2019 Spring, 2020 January, 2020
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 AY20) [PRIORITY]	Provost's Cabinet	<ul style="list-style-type: none"> *New online programs in development *CAS College Teaching (online) approved; also added to Open SUNY navigator *Certificate of Music Technology in process *CAS Public Health on hold (accreditation to be completed) *Certificate in GIS on hold (completion of Environ Science degree to occur first) *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 	<ul style="list-style-type: none"> Fall 17/Apr 18 Fall, 2018 Fall, 2019 & ongoing Fall, 2019
Ongoing	*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]	SOEPS Dean	<ul style="list-style-type: none"> *Revisions of approval process underway; goal to replace current training w/ five-day sequence utilizing Online Fellows *Fellows are in place *Five-day pedagogy course in development *Several sections of summer course held 	<ul style="list-style-type: none"> Fall, 2019 Spring, 2020 Spring, 2020 Summer, 2020
2	*Action Step 4*: Evaluate initial year of Learning University (Heckscher Foundation); implement revised programming for summer 2020, 2021 [PRIORITY]	Asst VP	<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
3	*Action Step 5*: Assess action steps need to attain all Open SUNY+ signature elements; develop a plan for full compliance to be achieved by Fall of 2020	Cabinet	<ul style="list-style-type: none"> *Initial call with Kim S 	<ul style="list-style-type: none"> Sept, 2019

Ongoing	Action Step 6: Strengthen and expand undergraduate offerings at JCC/Watertown/Fort Drum/Lewis Co.	<i>Dir Grad/Deans</i>	<ul style="list-style-type: none"> *EC partnership to begin in Fall 2019; Business enrollments expanding *Watertown coordinator identified *Business liaison identified *Education liaison identified *Plan to implement BA SIIM by fall, 2020 *New Watertown/EC FT faculty position approved by President's Council; search in Fall, 2019 *LoCAL is developing remote services to support JCC students; building Handshake database of jobs in Watertown, and beginning employer relations with that region *Collaborated w/Fort Drum on first Geology intern *Early Childhood track begins *Approval to hire an Instructor for the Education programs 	<ul style="list-style-type: none"> Fall, 2018 Fall, 2016 Fall, 2017 Fall, 2018 May, 2019 Fall, 2019 Fall, 2019 Fall, 2020 Summer, 2020
2	*Action Step 7*: 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>	<ul style="list-style-type: none"> *Initial Watertown needs assessment completed *Watertown team gathering data on new programming 	<ul style="list-style-type: none"> Fall, 2016 Spring, 2019
2	Action Step 8: 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>	<ul style="list-style-type: none"> *With shift in Canadian coordinator, Grad Dir plans to meet with two retired principals in summer 2018 to work on gathering this information *Meetings ongoing *NOTE: Due to the pandemic, international programs are on hold 	<ul style="list-style-type: none"> Spring, 2019 Summer, 2020
3	Action Step 9: Develop a series of "stackable" experiences focused on small business owners, in collaboration with local government and higher education institution partners	<i>SOEPS Dean/ Asst VP</i>	<ul style="list-style-type: none"> *Initial discussions underway w/ Dept of Business 	<ul style="list-style-type: none"> Fall, 2019
2	*Action Step 10*: Research implications of moving winter session entirely online; develop implementation plan based on findings	<i>Cabinet</i>	<ul style="list-style-type: none"> *Note: Discussions underway regarding possible calendar changes to reduce winterim and expand Maymester *Subcommittee recommendations to be shared with Cabinet, PC *PC approves calendar changes *Awaiting final approval from UUP 	<ul style="list-style-type: none"> Spring, 2019 February, 2020 Spring, 2020 Summer, 2020
3	Action Step 11: 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>	<ul style="list-style-type: none"> *M. Popovich and M. LaVine to meet with International Charter School students in NYC *Visits planned (spring/summer) by students & faculty from Ellis Prep *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 *NOTE: All in-person activities on hold for the duration of the pandemic 	<ul style="list-style-type: none"> March, 2019 Spring, 2020 Fall, 2019 Summer/Fall, 2020

4	<u>*Action Step 12*</u> : Assess the campus' existing PLA (Prior Learning Assessment) policies and explore potential partnerships (e.g., ACE, Empire State) to increase PLA offerings with a specific goal of increasing the pipeline of adult/non-traditional and veteran students	Assoc Provost/SSC/ Registrar	
4	<u>*Action Step 13*</u> : Based on findings and recommendations regarding expanding the campus' PLA presence, implement a pilot PLA initiative in collaboration w/ interested academic departments	Provost's Cabinet	
Goal B: Enhance Collaborations with Institutional Partners			
1	<u>*Action Step 1*</u> : Review and revise transfer policies and procedures across academic programs to ensure ease of transfer from community colleges and other higher education institutions	Cabinet	<p>*NOTE: SUNY initiative for the 2018/19 AY</p> <p>*Transfer Committee developed, focused short-term on outreach to depts and long-term on creating a body to review articulations and increase partnerships</p> <p>Nov-18</p>
Ongoing	<u>*Action Step 2*</u> : Expand program-specific joint partnerships with community colleges and other regional partners	Deans/TAB	<p>*Various articulation agreements signed/in process</p> <p>*Partnership w/ Anthropology, St. Lawrence College (Canada), & Akwesasne; also discussions w/ Education</p> <p>*SOEPS expanded programs at JCC, resurrecting the joint CH/ECH major; working on articulations w/ NCCC & Queens College</p> <p>*Discussions initiated w/ Cobleskill (e.g., Education, Exercise Science, GIS)</p> <p>*Follow-up calls w/ Cobleskill (Cybersecurity, summer immersion, EC/Ed MST, MS Management, MS Community Health)</p> <p>* Initial discussions w/ BOCES re: CJ</p> <p>*Initial discussions w/ Clinton re: CIIM, CJ, Psychology</p> <p>*Transfer Advisory Group established and active</p> <p>*Transfer agreement w/ JCC into Philosophy</p> <p>*Meeting held ad ACC w/ administrators, faculty</p> <p>*Formal MOU signed w/ JCC</p> <p>*Formal MOU signed for automatic admittance from Clinton</p> <p>*Active meetings underway w/ JCC regarding pathway into BA Early Childhood Ed</p> <p>*Agreement signed w/MCC for pathway into GIS</p> <p>*Agreement signed w/ ACC for pathway into Political Science</p> <p>*Agreement signed w/ JCC for pathway into Political Science</p> <p>Fall 17/Spr 18</p> <p>Fall 17/Spr 18</p> <p>Spring, 2018</p> <p>Summer, 2018</p> <p>Nov/Dec, 2018</p> <p>Nov, 2018</p> <p>Nov, 2018</p> <p>Fall, 2019</p> <p>February, 2019</p> <p>May, 2019</p> <p>Sept, 2019</p> <p>Nov, 2019</p> <p>Fall, 2019</p> <p>Dec, 2019</p> <p>Dec, 2019</p> <p>Dec, 2019</p>
2	<u>Action Step 3</u> : Develop cross-registration agreement w/ JCC	Assoc Provost/Dir Grad	<p>*JCC MOU in place;</p> <p>*Next steps: need to revise fee structures per new SUNY cross-reg guidance</p> <p>Spring 2018</p>

2	<u>Action Step 4</u> : Clarify and refine cross-registration policies; develop cross-registration agreements with other institutional partners [PRIORITY]	Assoc Provost/ Asst VP	*Clarification still needed on the impact of MOUs on the Associated Colleges' cross registrations with SUNY Canton; our campus policies on cross registration need to be finalized; will reassess in Summer, 2019 *Draft policy for cross-registration to be presented to the President's Council	Spring, 2019 Fall, 2019
3	<u>*Action Step 5*</u> : 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	*NOTE: All in-person activities on hold for the duration of the pandemic	Summer/Fall, 2020
2	<u>*Action Step 6*</u> : Explore the feasibility of partnering w/ a SUNY institution to offer a program in Mental Health Counseling at Potsdam (departmental partners could include Psychology, Sociology, PHHP, Potsdam Counseling Office)	Dir, Graduate & Continuing Education/Deans/ Counselors	*Initial conversations w/Oswego *Group meeting to explore options	Spring, 2019 Fall, 2019
2	<u>*Action Step 7*</u> : 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	*Open invitation for Anthropolooza *NOTE: All in-person activities on hold for the duration of the pandemic	Fall, 2018 Summer/Fall, 2020

Goal C: Enhance Access by Removing Financial Barriers

2	<u>*Action Step 1*</u> : Increase the number of courses/course sections utilizing OER by 20% (as compared to Fall, 2017)	Provost's Cabinet	*Piloting underway	Fall, 2018
2	<u>Action Step 2</u> : Implement component of financial aid literacy into onboarding/orientation for students; assess effectiveness and make recommendations for refinement	SSC/Assoc Provost/OSS Team	*Piloted in summer 2018; need to reassess in AY 2019/20 *Note: not currently part of onboarding for summer 2020; may be possible to include in FY Task Force planning for Orientation 2020 or hold until Fall of 2021	Summer, 2018 Summer, 2020

Priority 1- Completed

Priority-2 In Process

Priority 3- Initiate AY20 (Fall 19/Spr 20)

Priority 4- Initiate AY21-22

FOCUS AREA: Embrace Diversity and Inclusion

Unit Responsible

Milestones

Date

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

3 Action Step 1: Identify faculty with experience in inclusive pedagogy; plan workshops in collaboration with the CCI and DEI

Deans/Assoc Provost

*Virtual workshop info linked to CCI site; Newsletters

Summer, 2020

2 Action Step 2: Collaborate with constituencies across campus to provide language support/translation for families attending campus-wide events

SSC/Dir International/DEI

*Bilingual staff member available at Open Houses, Orientation

Summer 2017, Ongoing

*Note: Website support on hold as campus-wide website redesign is in process

*Ad Hoc committee formed to focus on multi-lingual student issues

December, 2018

*Guest to campus- Gail Shuck

December, 2018

*Ad Hoc committee recommendations shared w/ President's Council; recommendations under consideration

May, 2019

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

Cabinet/Dir International

*Chilean panel discussion

Spring, 2019

*SOYLIA project

Ongoing

*Dorf funding was used to bring multilingual and multinational translators into Rick Henry's translation class; EIPF funding brought international authors to the JIL conference

Fall, 2019

*NOTE: while in-person guests will not be possible during the pandemic, faculty are planning to bring global scholars and performers into their classrooms

Fall, 2020

2 Action Step 4: Develop summer programming specific to international partners (faculty and students)

Cabinet/Dir International

*Conversations ongoing regarding summer programming for partners from India, China

Ongoing

*NOTE: Currently on hold due to the pandemic

Summer, 2020

2 Action Step 5: Expand/strengthen curricular offerings and academic experiences focused on the region's Native American and Indigenous student population

Provost

*"Native American Campus Stakeholders Group" established

Nov, 2018

*Native American Studies minor being evaluated for revision

Spring, 2019

3 Action Step 6: Enhance opportunities to share indigenous knowledge to the campus community

Asst VP/CCPD

*Knowledge Keepers program in discussion

Spring, 2019

3 Action Step 7: Assess the level of graduate student diversity; establish goals and strategies to increase diversity of the graduate student

Dir Grad

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

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

DEI

2

*Action Step 2: Implement the campus' goals and strategies related to faculty recruitment and retention as proposed in the SUNY Potsdam PRODiG application

Cabinet

*Potsdam's PRODiG plan accepted by SUNY; initial five faculty members confirmed

Fall, 2019

Ongoing

*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

Cabinet

*Consortia proposal approved by SUNY

Fall, 2019

*Initial call sent to R1s for prospective applications

December, 2019

*PRODiG Fellow identified for Potsdam; to begin in Fall, 2020

Summer, 2020

*PRODiG Fellow summer training implemented

Summer, 2020

Priority 1- Completed

Priority 2 In Process

Priority 3- Initiate AY20 (Fall 19/Spr 20)

Priority 4- Initiate AY21-22

FOCUS AREA: Support the Expansion of Creativity and Innovation

Unit Responsible

Milestones

Date

Goal A: Expand Students' Experiences in Creativity and Innovation

3	<u>Action Step 1:</u> Identify ways to celebrate students' excellence in the arts in addition to undergraduate research (e.g., through LoKo, Days of Reflection, Learning & Research Fair, spring "extra" days); perhaps through "Events of Distinction"	<i>Dir ORSP/Dir LoCAL</i>	*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	<u>Action Step 2:</u> Develop an annual event celebrating the innovation and creativity of graduate students, integrating graduate students' involvement in the event	<i>Dir Grad</i>		
4	<u>Action Step 3:</u> Initiate planning for the hosting of SURC (SUNY Undergraduate Research Conference) in spring 2020	<i>Dir OSRC/Dir LoCAL</i>	(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
2	<u>Action Step 4:</u> Develop and pilot courses and/or academic experiences focused on creativity	<i>Provost's Cabinet</i>	*Discussions underway to develop a Creativity Course *Creativity Course piloted	Spring, 2020

Goal B: Expand Innovation and Creativity in Programmatic Opportunities

2	<u>*Action Step 1*:</u> Develop new models for graduate/certificate programming that include options for "stackable" certificates and degrees	<i>Deans/Dir Grad</i>	*Conversations underway for grad certificate in Music Technology *College Teaching and Literacy Educator to be stackable into MSED C&I *Discussions w/ SUNY Plattsburgh to use online courses in proposed school/district leader program *Conversations underway regarding a Music Business track in MS Management	AY 18/19 AY 17/18 Spring, 2018 Fall, 2019
2	<u>*Action Step 2*:</u> Collaborate with BOCES to develop new academic opportunities for the region	<i>Deans/Dir Grad</i>	*Planning underway to develop CAS for School/District Admins *SOEPS pipeline partnerships in Education *Phlebotomy course offered	Spring, 2018 Spring, 2018
3	<u>Action Step 3:</u> Explore a range of creative delivery models for academic experiences, including low residency programs	<i>Deans/Dir Grad</i>	*Planning underway to utilize low residency format for CAS in School/District Leader *CAS in School/District Leader program approved	Spring, 2020
2	<u>Action Step 4:</u> Expand interdisciplinary and creative student experiences related to the Arts across campus	<i>Cabinet</i>	*Minor in Musical Theatre approved and implemented	Spring, 2019

*Arts Management major completed; ready for Fall 2018 implementation
*Music Minor

Spring, 2018
Fall, 2019

Goal C: Enhance Processes to Encourage Innovation and Creativity

3 Action Step 1: Create an incubation process for identifying and implementing innovative academic programs

Cabinet

*Ongoing discussions at Provost's retreats and academic summits

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

Cabinet/CFO/Dir Grad

*Note: related to Faculty/Staff Goal B Action Step 5

*Summer incentive piloted
*Initial distributions made based on Summer 19 pilot
*Planning underway for second phase of incentive for Summer 2020; plan implemented

Summer, 2019
January, 2020
Spring, 2020

3 Action Step 3: Establish a faculty Graduate Visioning Group to identify new graduate programs, program revisions, and/or program deliveries

Dir Grad

*To be convened in Spring, 2020

Spring, 2020

[Priority 1- Completed](#)

[Priority- 2 In Process](#)

[Priority 3- Initiate AY20 \(Fall 19/Spr 20\)](#)

[Priority 4- Initiate AY21-22](#)

FOCUS AREA: Enhance Organizational Effectiveness

Unit Responsible

Milestones

Date

Goal A: Enhance Processes to Support Academic Experiences

1	Action Step 1: Identify a platform for paperless course evaluations, to be implemented by Fall, 2020 [PRIORITY]	Provost	*CCI Advisory Board reviewing options, including Evaluation Kit *Open Forums held with faculty *CCI Board draft recommendations completed *EvaluationKit implemented	Fall, 2019 February, 2020 February, 2020 Spring, 2020
2	Action Step 2: Facilitate training in process management to enhance efficiencies in processes campus-wide	Cabinet	*First group to be trained; pilot project uses faculty expertise; training & team project work to continue through 2020	Spring, 2019
2	Action Step 3: Develop a centralized source of information for faculty/staff via the website	Provost/Assoc Provost	*Revisions to Provost/CCI websites ongoing *In process- website of student support services	Spring, 2018 Fall, 2019
2	Action Step 4: In consultation with a range of personnel across Academic Affairs, identify process barriers and develop potential solutions to recommend to appropriate offices/individuals	Provost's Cabinet	*Work underway through Retention Co (e.g., Hold Group, Res Life calls to unregistered students, cross registration) *LoCAL has issued revision of the Travel Course procedures; continue to update Study Abroad and Travel Course documentation w/ Student Accounts & Financial Aid	Fall, 2019 Fall, 2019
3	Action Step 5: Charge offices to assess internal processes to determine possible areas for improved efficiencies	Provost		

Goal B: Enhance Structures to Support Academic Experiences

2	*Action Step 1*: Implement the Board of Trustees' Open Access policy by March of 2020 [PRIORITY]	Dir of Libraries	*Campus Task Force charged *OA Policy draft completed *Draft to be shared with Senate	November, 2019 January, 2020 Spring, 2020
2	*Action Step 2*: Support the campus' implementation of the Board of Trustees' EIT policy by June of 2020 [PRIORITY]	Cabinet	*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	December, 2019 February, 2020 February, 2020 August, 2020
2	Action Step 3: Within a shared governance framework, develop criteria and processes for identifying elements (e.g., programs, initiatives, committees, structures) for reduction or elimination	Cabinet	*Rubric developed and shared w/ faculty governance leaders	Spring, 2018
Ongoing	Action Step 4: Enhance use/training/support related to existing technologies to enhance instruction and administrative functions	CCI, Assoc Provost (w/ CIO)	*CCI training ongoing (Office 365, Teams, Navigate, Qualtrics, GetInvolved, Banner, BearPaws)	
Ongoing	Action Step 5: Identify strategies for providing appropriate instructional technology support to faculty, including support after hours and for DL courses	Provost's Cabinet	*Working in collaboration w/LLC to train students for after-hours support *CTS restructured to include Tier 1 support	September, 2019

[Priority 1- Completed](#)

[Priority- 2 In Process](#)

[Priority 3- Initiate AY20 \(Fall 19/Spr 20\)](#)

[Priority 4- Initiate AY21-22](#)

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Action Steps Completed

Date

Goal A: Enrich and Expand the Curriculum

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

Spring, 2019

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

Ongoing

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

Ongoing w/ CTS

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

Fall, 2018

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

June, 2019

Campus Action Steps: Academic Excellence

FOCUS AREA: Support the Success of Faculty and Staff

Action Steps Completed

Date

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)

Fall, 2018

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

Spring, 2019

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

Spring, 2019

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

Spring, 2019

Goal C: Enhance Opportunities for High Quality Professional Development

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

AY 2019

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

AY 2019

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

Campus Action Steps: Academic Excellence

<u>C.5.</u> 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	Spring, 2019
<u>C.6.</u> By fall 2018, the deans will identify, disseminate and support an educational program for department chairs	AY 2019
<u>C.7.</u> By Fall 2018, the new format for faculty and staff orientation and seminar series will be assessed and revised if needed	AY 2019
<u>C.9.</u> By the end of the Fall 2018 semester, ORSP will develop opportunities for faculty/staff to share their research and scholarly activities	August, 2019

FOCUS AREA: Enhance the Student Experience

Action Steps Completed

Date

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 AY 2017/18

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 Fall, 2018

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 Ongoing

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

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

Action Step 10: Address issues related to high textbook costs/impact on student success & retention Ongoing

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 Ongoing

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

Goal E: Enhance Academic Student Services

Action Step 1: Increase efficiencies in processes through the implementation of an online catalog Spring, 2019

Action Step 2: Ascertain students' experiences with student services, and identify potential barriers and opportunities, through forums or other means for direct student feedback Spring, 2018

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 January, 2019

FOCUS AREA: Expand Student Access

Action Steps Completed

Date

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

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

Spring, 2019

Goal B: *Enhance Collaborations with Institutional Partners*

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

Ongoing

FOCUS AREA: Embrace Diversity and Inclusion

Action Steps Completed

Date

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*

Ongoing

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

Spring, 2019

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

FOCUS AREA: Support the Expansion of Creativity and Innovation

Action Steps Completed

Date

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

Date

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*

Ongoing

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*

Spring, 2019

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

AY 2019

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Action Steps Completed

Date

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

AY 2018

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

Fall, 2017

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

AY 16/17

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

Fall, 2018

FOCUS AREA: Support the Success of Faculty and Staff

Action Steps Completed

Date

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

Spring, 2018

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

Enhance the effectiveness of New Faculty Orientation and Seminars

AY 17/18

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

Spring 2017

FOCUS AREA: Enhance the Student Experience

Action Steps Completed

Date

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

Fall 2018

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

Ongoing

Create an Interdisciplinary "department" focused on supporting exploratory students

Fall, 2018

Goal D: *Expand Learning Opportunities Beyond the Classroom*

Goal E: Enhance Academic Student Services

Increase efficiencies in processes through the implementation of electronic transcribing	Fall 17/Spr 18
Revise the withdrawal/leave of absence procedure to identify areas of support and intervention	Fall 16/Spr 17
Integrate Career Services into Academic Affairs	Fall, 2017

FOCUS AREA: Expand Student Access

Action Steps Completed

Date

Goal A: Expand Student Audiences to Provide Educational Access

Review academic programming at JCC/Watertown to ensure program viability and potential for growth	Ongoing
Implement College Unlimited SUNY Potsdam (CUSP), focused on transitioning high-ability high school students into an early entry program on campus	Fall, 2017

Goal B: Enhance Collaborations with Institutional Partners

FOCUS AREA: Embrace Diversity and Inclusion

Action Steps Completed

Date

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

Date

Goal A: Expand Students' Experiences in Creativity and Innovation

Create an innovative "MakerSpace" on campus that engages both faculty and students	Fall, 2017
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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

Date

Goal A: Enhance Processes to Support Academic Experiences

Initiate a regularly circulated Provost Newsletter to enhance communication across all academic units	Fall, 2016
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Goal B: Enhance Structures to Support Academic Experiences