Academic Affairs Strategic Plan (AY 2021/22- AY 2022/23)

Summary Outline

"Campus in Transition"

The following two-year Academic Affairs Strategic Plan builds off from the Division's prior five-year "Enacting the Vision" plan, which reflected and aligned with SUNY Potsdam's 2018-2021 "Strategic Planning Roadmap: A Vision for Our Best." The campus' Strategic Planning Roadmap was concluded in the Fall of 2021. With the current transitions in campus leadership, and the MSCHE review and site visit in AY22, the purpose of this Academic Affairs "Campus in Transition" plan is to provide a bridge between the campus' prior strategic plan with new initiatives emerging from the current Officer in Charge as well as with recommendations that the campus is identifying from the MSCHE self-study process and resulting Recommendations/Requirements from the Commission. It is anticipated that this two-year Academic plan will be assessed and redesigned once a decision is made regarding the permanent leadership for the campus and final action is determined by MSCHE.

During a Fall, 2021 retreat of the Academic Affairs Extended Cabinet, participants were charged with identifying the highest priority Action Steps for AY22, aligned with our MSCHE Priorities and campus imperatives as identified by the Officer in Charge, in order to begin the process of drafting an outline for the two-year Academic Affairs Strategic Plan. It was determined at this retreat that Academic Affairs would align its Focus Areas directly on the campus' identified MSCHE Priorities: _Strategic Enrollment Management, Inclusive Excellence, Creativity,_ and _Strategic Decision-Making_ . Given the importance of campus morale, and its impact across all strategic areas, it was also determined that these impacts be recognized and considered as subsequent Action Steps were generated.

Campus feedback on the Academic Affairs Strategic Plan is continuously solicited through informal venues such the Provost's Newsletter and Senate meetings. The Plan is also posted online on the Provost's website. In addition, the Plan is posted on the Extended Cabinet Teams site, and members are reminded throughout the academic year to make updates to Milestones within the Plan. The AA Strategic Plan is also reviewed periodically in Provost's Cabinet meetings; the Plan's updates for AY22 were finalized by the Cabinet in July of 2022.

The Academic Affairs Strategic Plan is intended to be a living document, changing over time as the Division adapts to new challenges and opportunities, and as new priorities are established by the College and SUNY System, in order to enhance academic excellence for all students.

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

FOCUS AREA: Strategic Enrollment Management

Goal A: *Solidify the Foundations of SUNY Potsdam's Academic Curriculum*

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 and Enhance Access*

Goal F: *Enhance Academic Online/Hybrid Academic Programming*

Goal G: *Enhance Collaborations with Institutional Partners*

FOCUS AREA: Inclusive Excellence

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

Goal B: *Recruit and Retain Faculty Diverse Faculty*

FOCUS AREA: Creativity

Goal A: *Enhance Processes to Encourage Innovation and Creativity through Academic Programming*

Goal B: *Enrich and Expand Opportunities for Research and Creative Endeavors*

FOCUS AREA: Strategic Decision-Making

Goal A: *Enhance Processes and Structures to Support Academic Experiences*

Goal B: *Develop Processes for Ensuring Academic 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- Lougheed Learning Commons
  *LoCAL- Lougheed Center for Applied Learning
  *LoKo- Lougheed Kofoed Arts Festival
  *ORSP- Office of Research & Sponsored Programs
  *OSRC- Office for Student Research & Creativity
  *PD- Professional Development
  *SSC- Student Success Center

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date

FOCUS AREA: Strategic Enrollment Management

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

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
2	Action Step 1: Assess the implementation of the *Potsdam Pathways* general education curriculum; make recommendations for revision as appropriate	*Dir Grad/Continuing Ed*	SDM	*AVP meets regularly with Pathways leadership; this continued as Pathways was rolled out for BM Music students in Crane (i.e., 100% of incoming students) in Fall 2021.	Spring, 2021
2	*Action Step 2*: Review the General Education program for alignment with the new SUNY system General Education guidelines; revise as needed	*ASST VP/Gen Ed Dir*	SDM	*New SUNY Guidelines circulated; shared w/ academic leadership for feedback	September, 2021
2	Action Step 3: Within a shared governance structure, review the Potsdam Graduate for possible revisions and ensure alignment with institutional learning outcomes	*Cabinet*	SDM	*Recommended to Faculty Senate chair; Goals & Planning Co to review	Fall, 2021

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

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
4	Action Step 1: Identify actionable strategies that have the potential for increasing graduate students' sense of identify and connection to SUNY Potsdam; begin the process of implementation	*Dir Grad*	SEM		
3	Action Step 2: Create a Graduate Student Council to advocate for and communicate the needs of SUNY Potsdam's graduate student body	*Dir Grad*	SEM	*An informal Grad Student Advisory group in the process of development but delayed because of COVID	Spring, 2020
4	Action Step 3: Explore ways to engage graduate students and connect them to the College that enhance meaningful professional networks and foster increased student satisfaction.	*Dir Grad*	SEM		
4	Action Step 2: Develop an annual event celebrating the innovation and creativity of graduate students, integrating graduate students' involvement in the event	*Dir Grad*	C		

Goal C: Enhance the Effectiveness of Advising for all Students

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
2	Action Step 1: Support the Advising Task Force's recommendations to finalize the development of an advising assessment plan and assessment instruments; begin the pilot of the plan's implementation	*Provost*	SEM	*Advising Task Force continuing with implementation plans based on report recommendations	Spring/Summer, 2020
2	Action Step 2: Based on the recommendations of the 2019 Advising Task Force, review and pilot the proposed Lead Advisor Training Program	*Provost*	SEM	*Presentation at Extended Cabinet meeting; support for development of Master Advisor process to begin	February, 2020

	Action Step	Responsible	Category	Update	Date
				*Plan to start training with core group	Fall, 2021
2	Action Step 3: Support the work of the Advising Task Force in creation of training modules for advisors	Provost's Cabinet	SEM	*Integrated into (draft) Title III grant proposal (Note: Title III Grant was not approved)	Spring, 2021
1	Action Step 4: Complete the transition to Starfish; provide targeted PD to faculty and staff to maximize its use in advising	Extended Cabinet	SEM	*Initial training and use of Starfish has been initiated	Fall, 2021
				*Starfish fully implemented; PD will be ongoing	Ongoing
2	Action Step 5: Implement degree planning software module through existing DegreeWorks (BearDen) platform	SSC/Registrar/Assoc Provost	SEM	*Update: New tech issues identified, working with CTS to resolve; need 4-year degree plans from all majors in order to implement. Also, recent federal law (Isakson and Roe Act) mandates that schools have 4-year plans for all programs.	Spring 2022
2	Action Step 6: In coordination with the Major Map initiative, LoCAL will pilot and implement curricular scaffolding initiative with academic departments to support applied learning in the major, fulfillment of the CT requirement, and student career readiness.	LoCAL	SEM, SDM, IE, C	*External source identified to support project development and deliver on-campus professional development for faculty	Summer 2021
				*Faculty professional development scheduled for Sp22 and Fa22	Spring 2022
				* Pilot departments identified with Dean Galbraith and Provost	Dec-21
				*Beta-testing begun with Sociology and Criminal Justice department	Feb-22
				*Workshop held with 5 departments	Apr-22

Goal D: Increase Student Success through a Focus on Retention

	Action Step	Responsible	Category	Update	Date
2	Action Step 1: Reevaluate and assess the effectiveness of the FY student programming including Orientation	Extended Cabinet	SEM	*FYE Task Force charge drafted; recommendations made for membership	October, 2021
				*FYE Task Force charged; to initially focus on Orientation	November, 2021
				*FYE Task Force administered survey to faculty for input	January, 2022
				*FYE Task Force report drafted	Mar-22
				*LoCAL and LLC integrated into emerging plans for new student orientation	Mar-22
				*Orientation plan approved by Cabinet; piloted for Summer, 2022	Spring, 2022
2	Action Step 2: Identify specific strategies for implementation to support the "C Student"; develop a plan for implementation	Extended Cabinet	SEM	*"C Student" Task Force (now Supporting Student Success) final report currently being drafted.	May-22
2	Action Step 3: Identify the program or programs to coordinate with the OIC's "Bring Back the Bears" initiative; specifically, identify a program or programs that can be offered via online (or hybrid)	Extended Cabinet	SEM	*BBB Task Force charge draft completed	October, 2021
				*BBB Task Force meetings begin	October, 2021
				*Initial planning for online/hybrid Politics program	Spring, 2022

| 2 | Action Step 4: Increase the number of returning students by 10% through active participation in the "Bring Back the Bears" initiative; provide regular updates to constituents | *Extended Cabinet* | *SEM* | *Task Force charge drafted | October, 2021 |

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
	FOCUS AREA: Inclusive Excellence				
	Goal A: *Ensure that the Academic Experiences Reflect the Campus' Values of Diversity and Inclusion*				
2	Action Step 1: Support the faculty in the creation of more diverse course offerings that engage students in issues around race and social justice be increasing the number of courses with the DEI designator by 20% (by the end of AY 23)	*Deans*	IE	*DEI attribute in place; committee reviewing courses; process streamlined in F21. *Process for course approval streamlined	Fall, 2020 Fall, 2021
4	Action Step 2: By Fall, 2022, review the process for assigning the DEI course designator and make recommendations, as appropriate, to enhance and increase the use of this designator	*Cabinet*	IE		
2	Action Step 3: Develop and support professional development opportunities specific to issues of diversity and inclusion within academics and the workplace; increase the number of PD on DEI available to the campus by 20% (Fall, 2021 to Spring, 2023)	*Extended Cabinet, DEI*	IE	*Ongoing PD (both external and w/in Potsdam) provided to faculty specific to ADA compliance *LoCAL hosting day-long workshop for faculty; one segment of the workshop focused on removing barriers for diverse populations. *LoCAL building multifocal curricular integration PD inclusive of barrier reduction for diverse populations	AY21 Apr-22 Summer 2022
2	*Action Step 4*: Support the campus' implementation of the Board of Trustees' EIT policy by June of 2020 *[Imperative]*	*Cabinet*	IE	*Initial draft submitted to SUNY *Update survey submitted to SUNY	December, 2020 February, 2022
2	Action Step 5: By the end of Spring, 2022, gather and analyze data related to race, ethnicity, and gender for programs with separate admissions criteria (e.g., majors requiring an audition, Honors, Kilmer, Presidential Scholars, etc.); identify any gaps by student group	*Extended Cabinet*	IE	*LoCAL data for Honors and Applied Learning gathered and analysis begun	Mar-22
2	Action Step 6: By the end of Spring, 2023, implement strategies to address any gaps by student group related to academic programs with special admissions criteria	*Extended Cabinet*	IE, SEM	*Proposed revision of Honors Program includes adjusted admissions process	Spring, 2022
2	Action Step 7: By the end of the Fall, 2022 semester, departments will review their curricular offerings, including a review of course DFW rates in relation to DEI, for alignment with the College's vision for diversity, equity, and inclusion and make recommendations to enhance this alignment, as appropriate	*Deans*	IE	*F21 recitation pilot targeting high DFW gateway courses will be refined for F22. *LoCAL data for Applied Learning has been gathered, and will be analyzed	Spring, 2022 Summer 2022
	Goal B: *Recruit and Retain Faculty Diverse Faculty*				
4	*Action Step 1*: Implement the campus' goals and strategies related to faculty recruitment and retention as proposed in the SUNY Potsdam PRODiG application	*DEI, Cabinet*	IE		

2	*Action Step 2*: Working with the CDO, provide support to PRODiG faculty, as outlined in SUNY's expectations for the PRODiG initiative, with the goal of retaining a diverse faculty	*Provost*	IE	*CDO has shared an application for funding with all PRODiG faculty	**October, 2021**
				*Initial round of funding for PRODiG faculty administered	**December, 2021**
				*LoCAL developing communication plan to fully engage PRODiG faculty	**Apr-22**
2	*Action Step 3*: Continue to support the implementation and expansion of the PRODiG Fellows program	*Cabinet*	IE	*Second PRODiG Fellow joined Biology in F21; first PRODiG Fellow in ANTH will move into VAP role	**Summer, 2021**
				*Application process launched for Cohort #3	**January, 2022**
4	Action Step 4: Collaborate with the CDO to develop robust diversity training for faculty search committees	*Cabinet*	IE	*[NOTE: The campus did not have a CDO at the start of the spring, 2022 semester]*	
4	Action Step 5: Collaborate with the CDO to develop criteria and responsibilities for "diversity advocates" to serve on every faculty search committee	*Cabinet*	IE	*[NOTE: The campus did not have a CDO at the start of the spring, 2022 semester]*	

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
	FOCUS AREA: Creativity				

Goal A: *Enhance Processes to Encourage Innovation and Creativity through Academic Programming*

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
2	Action Step 1: Implement the OIC's Innovators and Change-Makers Group; by the end of Spring, 2022 provide recommendations related to academic programming	*Cabinet*	**C, SDM**	*Initial charge from OIC to Dean Grant	October, 2021
				*17 Listening Sessions held across all campus constituency areas	Fall, 2021
				*Campus-wide survey to solicit ideas	January, 2022
				*Pres Council review of "applications"	Spring, 2022
4	Action Step 2: Establish a faculty Graduate Visioning Group to identify new graduate programs, program revisions, and/or program deliveries	*Dir Grad*	**C**		
2	Action Step 3: Develop the process for implementing academic Microcredentials through appropriate shared governance processes	*Cabinet*	**C**	*Task Force recommendations approved through Fac Senate	May, 2021
				*Task Force determining processes for implementation	Fall, 2021
				*Committee formed to draft implementation and policy guidelines	Summer, 2022
2	Action Step 4: By the end of Spring, 2022, review the current Honors program and make recommendations to enhance its viability, visibility, and creative approaches to academic excellence	*LoCAL*	**C**	* Draft framework presented to Provost's Cabinet 1/20/2022	January, 2022
				* Revision to be returned to PC 04/2022	April, 2022
3	Action Step 5: By the end of Spring, 2022, develop and submit through the campus' Budget Group process a proposal to reinvest SUTRA funds to support academic/creative endeavors	*AVP*	**C, SDM**		
4	Action Step 6: Assess the implementation of WAYS 301 courses, including a focus on determining impact on enhancing students' ability to make connections across academic disciplines.	*Deans*	**C**	*NOTE: WAYS 301 is under reconsideration as part of the alignment process.	

Goal B: *Enrich and Expand Opportunities for Research and Creative Endeavors*

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
2	Action Step 1: Develop and implement strategies for publicly showcasing the creative work of faculty, staff, and students	*Dir ORSP*	**C**	*ORSP is working with Lougheed to showcase faculty research & other endeavors.	Ongoing
				*Initial planning for Spring, 2022 research fair in conjunction w/ students' research fair	Fall, 2021
				*LoCAL is relaunching the Learning and Research Fair as an in-person event with online components, and piloting new engagement initiatives	Apr-22

Priority 1- Completed
Priority- 2 In Process

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date

FOCUS AREA: Strategic Decision-Making

Goal A: *Enhance Processes and Structures to Support Academic Experiences*

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
2	Action Step 1: Gather and analyze market research on possible emerging programmatic areas; determine priorities for future planning	*Provost/AVP/ Cabinet*	**SDM, SEM**	*Initial meetings w/ SUNY academic leadership & market analysts; awaiting date for follow up w/ deans	August, 2021
1	Action Step 2: Develop and implement process for streamlined program deactivation/discontinuance	*Provost/Cabinet*	**SDM**	*Draft completed, shared with CCPD, Faculty Senate Exec Co *Review by CCPD *New process posted on Provost's website	Fall, 2021 October, 2021 Spring, 2022
1	Action Step 3: Develop and implement process for development and approval of programs not needing SUNY/SED approval, including minors and hybrid programs	*Provost/Cabinet*	**SDM**	*Draft process developed through Cabinet *Review by CCPD *New process implemented	Fall, 2021 October, 2021 Spring, 2022
2	Action Step 4: Develop the timeline and processes for transitioning to the new LMS, D2L; provide initial training to faculty	*CCI*	**SDM**	*SUNY webinar held *Potsdam selected for SUNY first implementation cohort; process to begin in January, 2022 *Faculty training underway	October, 2021 December, 2021 Spring, 2022
4	Action Step 5: Identify a tool/platform for video capturing for implementation by AY21; secure contract with SUNY	*CCI*	**IE**		

Goal B: *Develop Processes for Ensuring Academic Viability*

		Unit Responsible	MSCHE Priority Alignment	Milestones	Date
2	Action Step 1: Within a shared governance framework, develop criteria, processes, and timeline for strategic academic alignment, including the identification of programs for reduction or elimination [Imperative]	*Cabinet*	**SDM**	*Template draft shared w/ academic leadership *Departments complete and submit program templates	October, 2021 November, 2021
2	Action Step 2: By December, 2021, complete a draft proposal for program realignment, including a three-year plan for program closures and recommendations for strategic investments [Imperative]	*Provost*	**SDM**	*AA Retreats held w/ executive leadership; draft report initiated *Initial draft completed; shared w/ OIC and Regional CFO *Draft report presented to Faculty Senate * Departments developing plans based on AA Report	November, 2021 January, 2022 February, 2022 Spring, 2022
3	Action Step 3: By Fall, 2022, develop a process for assessing the success of new academic programs, including whether enrollment goals are met, and identifying possible program revisions (or recommendations for discontinuance).	*Provost's Cabinet*	**SDM**	*Initial draft developed, shared w/ Cabinet	January, 2020
2	Action Step 4: Develop and implement a fully vetted process for reviewing academic minors for viability; make recommendations for those to discontinue [Imperative]	*Cabinet*	**SDM**	*Deans working w/ departments on analyzing data; A&S review completed F21 with some minors targeted for discontinuance or revision.	Fall, 2021

2	<u>Action Step 5</u>: Develop and implement the criteria and processes for determining appropriate course caps (including caps for online courses)	*Cabinet*	**SDM**	*Draft developed through Cabinet		January, 2022

Priority 1**- Completed**
Priority- 2**In Process**
Priority 3-**Initiate AY22 (Fall 21/Spr 22)**
Priority 4**- Initiate AY22-23**

FOCUS AREA: Support and Strengthen Academics to Enhance Student Success

Action Steps Completed/Ongoing AY2020/2021

Goal A: *Solidify the Foundations of SUNY Potsdam's Academic Curriculum*

Action Step 1: Assess the implementation of the Potsdam Pathways general education curriculum; make recommendations for revision as appropriate

Action Step 2: Align the Crane and teacher education programs with the *Potsdam Pathways* requirements

Action Step 3: Increase faculty participation in WAYS courses across all Schools

Action Step 5: Develop a long-term financial sustainability plan for Potsdam Pathways, including PD, faculty compensation, and staffing

Goal B: *Enrich and Expand the Curriculum*

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

FOCUS AREA: Support the Success of Faculty and Staff

Action Steps Completed/Ongoing

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

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

Action Step 2: As part of the implementation of the Advising Task Force recommendations, design and implement training for Master

FOCUS AREA: Enhance the Student Experience

Action Steps Completed/Ongoing

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

Action Step 1: Expand opportunities for graduate assistantships, particularly related to teaching and research

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

Action Step 1: Review current advising practices and related data, and enhance the effectiveness of academic advising for all students

Action Step : Based on the recommendations of the 2019 Advising Task Force, review and pilot the proposed Lead Advisor Training

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

Action Step 5: Reevaluate and assess the effectiveness of the FY student programming including Orientation

Action Step 8: Systematically use data to identify high-demand courses for implementation online and in special sessions

Goal D: *Facilitate Initiatives that Enhance Student Recruitment*

Action Step 1: Support the creation and implementation of a Strategic Enrollment Management Plan for the campus, to include revamping the campus' approach to scholarship leveraging [Imperative]

Action Step 5: Develop and implement a strategy to re-engage SUNY Potsdam students who have taken a hiatus from their studies

FOCUS AREA: Expand Student Access

Action Steps Completed/Ongoing

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

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)

Goal B: *Enhance Collaborations with Institutional Partners*

Action Step 5: Determine the feasibility of participating in a multi-institutional partnership focused on an online graduate program in Criminal Justice

Action Step 6: Continue to build articulated pathways from community colleges into Potsdam's degree programs.

Goal C: *Enhance Access by Removing Financial Barriers*

Action Step 3: Finalize and submit a Title III grant focused on student access and success

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

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

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

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

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

Action Step 3: Continue to support the implementation and expansion of the PRODiG Fellows program

Action Step 7: Coordinate efforts from across campus related to Trauma-Informed/Anti-Bias pedagogy to enhance professional development for faculty

FOCUS AREA: Support the Expansion of Creativity and Innovation

Action Steps Completed/Ongoing

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

Action Step 4: Develop and pilot courses and/or academic experiences focused on creativity

Action Step 5: With the faculty, develop strategies for intentionally connecting students and the curriculum with visiting artists representing global culture and creativity, broadly defined

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

Action Step 5: Develop and implement strategies for publicly showcasing the creative work of faculty, staff, and students

FOCUS AREA: Enhance Organizational Effectiveness

Action Steps Completed/Ongoing

Goal A: *Enhance Processes to Support Academic Experiences*

Action Step 1: Facilitate training in process management to enhance efficiencies in processes campus-wide

Action Step 2: Develop a centralized source of information for faculty/staff via the website

Action Step 3: Review/revise campus curricular review to streamline and strengthen the on-campus processes

Goal B: *Enhance Structures to Support Academic Experiences*

Action Step 1: Implement the Board of Trustees' Open Access policy by March of 2020

Action Step 2: Support the campus' implementation of the Board of Trustees' EIT policy by June of 2020

Action Step 3: Identify a Retention Platform for AY21 and beyond; secure the contract with SUNY

Goal C: *Develop Processes for Ensuring Academic Viability*

Action Step 5: Review the Low Enrolled course policy; make recommendations for revision as appropriate

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

Action Step 1: Assess COVID-19 planning from the spring and fall, 2020 semesters; make recommendations for spring, 2021

Action Step 3: Contribute to the campus-wide emergency planning (i.e., preparation for possible outbreaks and closures)

Action Step 4: Develop an Academic Response Plan for spring, 2021

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

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 Depar

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*

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

Goal C: *Provide Necessary Programmatic Tools and Resources*

Action Step: Implement and evaluate the new processes for program approval that include verification of funding sources for additional equipment/staffing and that are consistent across Schools; make recommendations for refinement as needed

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

Campus Action Steps: *Academic Excellence*

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

FOCUS AREA: Support the Success of Faculty and Staff

Action Steps Completed

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

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

Revise and clarify processes for identifying and nominating Distinguished faculty members

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

Enhance the effectiveness of New Faculty Orientation and Seminars

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

FOCUS AREA: Enhance the Student Experience

Action Steps Completed

Goal A: *Enhance Students' Academic Life*

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

Goal C: *Increase Student Retention and Graduation*

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

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

Create an Interdisciplinary "department" focused on supporting exploratory students

Goal D: *Expand Learning Opportunities Beyond the Classroom*

Goal E: *Enhance Academic Student Services*

Increase efficiencies in processes through the implementation of electronic transcripting

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

Integrate Career Services into Academic Affairs

FOCUS AREA: Expand Student Access

Action Steps Completed

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

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

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

Goal B: *Enhance Collaborations with Institutional Partners*

FOCUS AREA: Embrace Diversity and Inclusion

Action Steps Completed

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

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

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

FOCUS AREA: Support the Expansion of Creativity and Innovation

Action Steps Completed

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

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

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

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

FOCUS AREA: Enhance Organizational Effectiveness

Action Steps Completed

Goal A: *Enhance Processes to Support Academic Experiences*

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

Goal B: *Enhance Structures to Support Academic Experiences*