



STRATEGIC PLAN MID-YEAR REPORT FALL 2021

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GOALS AND INITIATIVES FOR SPRING 2022 (see pp. 21-27)

I. INTRODUCTION

As we move through our planning processes, we have adapted goals and priorities from the Strategic Plan that position SUNY New Paltz to achieve positive outcomes and to flourish. The goals and priorities pursued are data-informed and fiscal, human, and other resources have been directed toward their attainment. This mid-year update describes our progress in achieving the goals and priorities earmarked for AY2021-2022. Although we continue to experience significant challenges, many associated with the pandemic, we accomplished a number of goals and priorities that strengthen and sustain students' wellbeing, engagement, persistence, and success. Underpinning these accomplishments is strong presidential leadership; significant collaboration among faculty, staff, and senior leaders; and collective institutional effort.

Below are the Strategic Plan's seven Essential Initiatives, followed by the goals and priorities pursued in fall 2021 and accomplishments.

1. Nurture Innovation and the Learning Environment
2. Establish an Engaged Living and Learning Community
3. Strengthen Philanthropic Relationship and Success
4. Engage Alumni in the Life of the College
5. Market New Paltz Internally and Externally
6. Improve Internal Processes and Address Institutional Capacity
7. Strengthen Regional and Community Engagement

This report consists of two sections, with the first portion describing the goals and priorities related to the seven Strategic Plan Essential Initiatives (SPEI) that we pursued and our accomplishments as of fall 2021. The second section delineates key goals and priorities that are being pursued in spring 2022.

SECTION I: FALL 2021 STRATEGIC PLAN PROGRESS REPORT

ESSENTIAL INITIATIVE I: NURTURE INNOVATION AND THE LEARNING ENVIRONMENT

1.1 Implement the new SUNY General Education Framework

Implementing the new SUNY General Education (GE) Framework represents an extraordinary lift within a compressed timeframe amid many impacting challenges, such as the budget and the pandemic. As a brief background, based on extensive campus comments on the proposed Framework, including from New Paltz, SUNY revised the initial GE Framework, subsequently submitting it to the SUNY Board of Trustees (BoT), which approved it on November 9, 2021.

In October 2021, as the new GE Framework was nearing the final stage of SUNY BoT review and approval, SUNY sought campus comments on the proposed Implementation Guidance for the revised Framework. The Curriculum Committee and GE Board took the lead roles in reviewing and discussing the draft Implementation Guidance. This included the GE Board hosting a campus-wide colloquy; discussion at the Chairs' Forum, Academic Deans Council, and within the Schools; and interdisciplinary groups of faculty and staff from Academic Affairs, Undergraduate Admission, and Records and Registration coming together to discuss the draft guidance.

A comprehensive summary of comments from New Paltz was forwarded to SUNY's Provost-in-Charge, highlighting the desirability of additional time to implement the new SUNY GE Framework. However, SUNY held to the expectation of implementing the new Framework with fall 2023 matriculants. Ahead of receiving SUNY's final Implementation Guidance, we began to lay the groundwork for the revision of GE4 to align with the new GE Framework. Charged by the Curriculum Committee, the GE Board developed a GE Plan, which it drafted and sent to the campus for review and comments in mid-December. The GE Board worked in consultation with the Curriculum Committee, the Diversity Board, campus experts (including from Admissions and Records & Registration), and the Provost's Office to draft the proposal. The proposal addresses the SUNY GE requirements and assessment of the new GE program. An implementation plan is being created by a separate General Education Implementation Task Force, which is made up of a diverse group from across the campus. Associate Provost Laurel M. Garrick Duhaney and Associate Professor Bruce Milem of the Department of Philosophy are co-chairing the Task Force.

The GE Board held two open forums in spring 2022 to provide an opportunity for feedback and discussions of the GE proposal. Feedback from faculty and staff was incorporated into a revised proposal, which was submitted to the Presiding Officer of the Faculty for discussion and approval at the March 2, 2022, SUNY New Paltz Faculty Senate meeting. Implementing the new GE Framework within the established timeline represents an unusual challenge at an already difficult time, yet the faculty and cross-divisional collaborators have accepted the challenge with patient determination.

1.2 Promote academic program innovation and enrollment growth

Graduate & Extended Learning (GEL) was reorganized into Graduate, Professional & Interdisciplinary Studies (GPIS) and Continuing & Online Education (COE) to promote academic program innovation and enrollment growth. After a proposed position of Associate Provost did not move forward due to budgetary constraints, the Cabinet redesigned the role of the Assistant Vice President for GEL, promoting the incumbent to Associate Provost for Academic Planning & Learning Innovation, and Dean

of GPIS and COE. The strategic plans of Enrollment Management (EM) and GEL contributed to these changes and led to graduate recruitment and admissions moving to EM while remaining highly coordinated with GPIS and faculty leading graduate programs.

1.3 Lead collegewide planning efforts to achieve a successful fall 2021 in-person semester

Contributed to leadership, management, and effective communication to plan and achieve a successful fall 2021 in-person semester. (President)

1.4 Advise and support direct reports

Advised and supported Vice President-led innovation, investment, and restructuring in areas of Academic Affairs, Enrollment Management and Student Affairs. (President)

1.5 Foster student advocates' understanding of federal and campus policies

Participated in efforts to help student advocates better understand Title IX and student conduct policies and practices. (President)

1.6 Further graduate program development, interdisciplinary innovation, and online program growth

Graduate program development, interdisciplinary innovation, and online program growth included the MBA program earning the designation of a [SUNY Online+ program](#) of distinction (SUNY Online+ was Open SUNY+). Two programs approved for the distance education format this fall were the BA: General Studies and the MEd: Art Education programs. Three programs are also being prepared for distance education format: MS: Strategic Communication, MST: Childhood Education, and MS: Music Therapy. Earlier this year (April 2021), the MEd: Literacy was approved as an online program with full implementation planned for 2022. In addition, in fall 2021, New Paltz launched, in collaboration with the New York Air National Guard, an [online program of six 7-week courses](#) for Airmen that meets both Community College of the Air Force General Education and Leadership, Management, & Military Studies requirements. Our BA: General Studies all-online degree completion program has already begun drawing Airmen's interest. Finally, the new master's program in Digital Design and Fabrication, created jointly by the Schools of Fine & Performing Arts and Science & Engineering, scheduled for a fall 2022 launch, represents an innovative interdisciplinary program that as noted by the external reviewers, has few counterparts.

1.7 Increase enrollment in existing under-enrolled graduate programs identified by Capacity Survey

To increase enrollment in existing under-enrolled graduate programs identified by a Capacity Survey, the Dean of GPIS and COE continues to meet with such programs to address perceived barriers to growth and pursue innovative solutions. Fall 2021 accomplishments include changes to admission requirements for the Master of Science in Teaching (MST) program and changes to the application window for both the MST and the MEd Childhood STEM program. For all Education programs, the legislature and governor have removed the GRE requirement.

1.8 Lay the groundwork toward developing an academic master plan

As prelude to developing an academic master plan, the RAPID³ (Re-envisioning Academic Program [Internal] Development, Design, and Delivery) team was formed and charged by the Strategic Planning and Assessment Council (SPAC) with reviewing and making recommendations to improve New Paltz's

academic program development processes. In fall 2021, the RAPID³ team held several structured listening sessions with key groups involved in curricular development, as well as an open forum. The information collected will inform recommendations for making academic program development, implementation, and evaluation processes more agile and adaptable. The subcommittee has distilled its findings and finalized its report, which it submitted to the Interim Provost for preliminary review followed by presentation to the President's Cabinet.

1.9 Strengthen enrollment, retention, and graduation targets

Substantial efforts have been made to bolster enrollment, retention, and graduation goals. Results of these efforts are mixed.

Our attempts to exceed first-time first year and new graduate student enrollment figures achieved in 2019 have not yet been attained and remain a work in progress. Following regional and national trends, enrollment continues to suffer because of the many converging pressures related to the pandemic.

The results of efforts to fully integrate graduate admissions into the Division of Enrollment Management and to onboard a new Assistant Vice President for Enrollment Management follow:

- Graduate Admissions was integrated September 2021
- Assistant Vice President started January 2022

1.10 Enhance and expand recruitment efforts

We implemented several activities to enhance and expand recruitment efforts, including supplying additional staffing and financial resources to increase new enrollment

- Developed Supplemental Recruitment Budget (fall 2021) with the Provost's assistance
- Added temporary Graduate Recruiter position (fall 2021)
- Procured Hobson's Intersect to assist with first-year recruitment and yield (fall 2021)
- Revamped Graduate website (fall 2021-spring 2022) and completed Search Engine Optimization project (spring 2022)
- Expanded undergraduate name buy (spring 2022, ongoing)
- Procured chatbot software (spring 2022)

1.11 Enhance academic advising and student engagement, support, and success

The Division of Enrollment Management implemented plans (see below) to improve the new student onboarding process from the point of enrollment deposit through course registration and orientation.

- Pre-Enrollment Deposit and Orientation fee are being collected at the same point (point of initial deposit) to promote "one-stop shopping," increase the financial commitment new students are making (with the aim of mitigating melt), and reducing the frequency of times throughout the onboarding process where students/families are asked to submit payments.
- Integrated the new student orientation registration process into Slate for improved communications and user experience.
- Integrated the new student academic interest survey into Slate for more cohesive onboarding and course advising.

- Instituted practice of directly admitting students to majors to promote earlier affinity building with academic departments.

1.12 Augment financial literacy initiatives

We have enhanced existing financial literacy initiatives taking place in Student Financial Services by involving Student Accounts in the process. We hired and onboarded an Associate Director of Student Accounts who is charged with the creation and execution of an accounts receivable collections strategy. The first step in this strategy will be tied directly to financial literacy.

ESSENTIAL INITIATIVE II: ESTABLISH AN ENGAGED LIVING AND LEARNING COMMUNITY

2.1 Support and engage multiple advances in diversity, equity, and inclusion

We continued to prioritize initiatives to enhance diversity, equity, and inclusion given their centrality to establishing an engaged living and learning community. We remained supportive of faculty's curricular purview and retain the following priority expressed in an August 2020 letter to the Faculty Senate Executive Committee (Subject: Equity-Minded Review towards Revisions of Curriculum and Instructional Practices) and in many subsequent discussions with and communications from the President and Interim Provost:

Review our curricular offerings to better position and highlight current course offerings on the dynamics of race, racism, and inequity in America so that we educate our students more effectively on these issues. Such a review will necessarily entail an inventory or audit of courses and programs addressing these curricular goals. It will be important to determine the extent to which there may be significant missed opportunities in our offerings. In particular, it will be critical to review the College's diversity requirement and courses accepted as satisfying this requirement and the extent to which such courses provide venues for students to learn about the most critical topics in this important domain. (8/19/20)

The implementation of the new SUNY GE Framework provides the opportunity for faculty to systematically address the above need. A promising development includes changes to the composition of the GE Board, as noted in the proposed New Paltz implementation plan, i.e., the addition of representatives for the knowledge and skills areas of Diversity: Equity, Inclusion, and Social Justice, and World History and Global Awareness, and the removal of a representative for Western Civilization.

Further, the President:

- Supported recommendation for renaming the Diversity and Inclusion (D&I) Council to the Diversity, Equity, and Inclusion (DEI) Council;
- Engaged in listening session with Asian-Pacific Islander Student Alliance;
- Participated (with Erica Marks), in decision to cancel September 23, 2021, installation of Sojourner Truth sculpture, in apology to the campus, and in listening to diverse viewpoints;

- Promoted Tanhena Pacheco Dunn from Associate Vice President to Vice President, enhancing and increasing visibility of our campus DEI efforts and values;
- Continued to advocate with faculty governance for increased curricular attention to America's racial history and contemporary legacies; and
- Directed development of a plan to identify alternative space to move Black Studies Department out of the Faculty Office Building and into "permanent" space.

2.2 Continue to participate in SUNY's Promoting Recruitment, Opportunity, Diversity, Inclusion, and Growth faculty program

We have continued our participation in SUNY's Promoting Recruitment, Opportunity, Diversity, Inclusion, and Growth (PRODiG) faculty program, for which we were recognized as a leader by SUNY Chancellor Jim Malatras. PRODiG's goal is to increase the representation of historically underrepresented faculty across disciplines and of all women faculty in STEM fields. New Paltz was especially successful in its second round of participation in proposals for PRODiG, generating significant support for faculty salaries and professional development beginning the summer of 2019 and extending over a three-year period. Encouraged by such success, several academic areas have been positioning their searches more strategically to garner diverse pools of candidates and finalists.

In fall 2021, the Interim Provost and Human Resources, Diversity, and Inclusion (HRDI) jointly rolled out a multi-year program for supporting professional development for PRODiG scholars and scholars in the predecessor program, Faculty Diversity Program. They also implemented a program to support professional development for two PRODiG Fellows. Other examples of the ways in which PRODiG funds have been used include professional development for PRODiG faculty, the Black Studies' chair, and more broadly for all faculty through institutional membership in the National Center for Faculty Development and Diversity (NCFDD). Support that will be available through PRODiG-supported NCFDD institutional membership should prove especially helpful for early career faculty in navigating pre-tenure challenges and for faculty-at-large in mitigating threats to work-life balance, a problem faced by New Paltz faculty as well as faculty around the nation.

Across two years and ten hires under PRODiG and four hires under the predecessor program, the College has retained all but two faculty. Both left the College because of family and the need to relocate.

The campus's PRODiG Committee consists of the Academic Deans who, collaborating with the Interim Provost and the Vice President and Chief Diversity Officer (CDO), recommended the investment of PRODiG funds in the NCFDD. The Director of the Faculty Development Center (FDC), who is also the convener of the Early Career Faculty Futures Committee, is among those who will lead future NCFDD outreach to the faculty. Working alongside Sarah Wyman are Anne Roschelle, Liberal Arts and Science (LA&S) Council's chair, and Associate Provost Shala Mills. They will support the faculty to make the best use of our membership in the NCFDD.

Examples of DEI efforts within and beyond the Schools include the LA&S DEI Council, which provided a report to Vice President and Chief Diversity Officer Pacheco Dunn regarding its progress. As of this writing, LA&S concluded finalist interviews for six searches, including a cluster hire in English. Search committees took seriously the charge to invite diverse pools to campus. LA&S is hopeful of bringing in a

diverse cohort of early career faculty to the School in 2022. The Interim Provost and the Chief Diversity Officer (CDO) are collaborating closely with the Dean of the School of Education (SoE) on faculty retention efforts and to support the Dean's DEI goals. We are conducting a cluster hire in the SoE.

2.3 Continue efforts to rebuild Black Studies

Our efforts to rebuild the Black Studies program have been intentional and wide-ranging. Activities that were led or engaged in by the LA&S Dean's Office in fall 2021 include: regular meetings of the Dean with the Black Studies chair as well as regular meetings of the Associate Deans with the Black Studies chair on student, assessment, and schedule issues; feedback on the Black Studies 5–7-year program self-study; plans to use the feedback from the external reviewers to make decisions about future lines, curricular needs, and revision; review of potential spaces in Old Main for possible relocation of Black Studies by the LA&S Dean and the Black Studies chair. At the Cabinet level, cross-divisional efforts have led to the identification of permanent space options for a summer 2022 move of the Department of Black Studies to Old Main, which is a more strategically appropriate location.

2.4 Work on SUNY-level objectives as identified by the Chancellor's Task Force

Vice President Pacheco Dunn served on a team that helped to study and draft recommendations for the Chancellor's 25-point DEI Strategic Plan. Specifically, she was part of a team that offered recommendations about how to define the role of CDO as well as the structural and organizational supports that will best support the work of the CDO across the SUNY system.

The SUNY Office of Diversity, Equity, and Inclusion (ODEI) and SUNY Administration continue to undergo transitions that have impacted the pace and objectives set for the 2021-22 year within the 25-point DEI plan and more broadly as it pertains to DEI.

- Teri Miller, Vice Chancellor and System CDO passed away in July.
- Interim CDO Rodmon King, whose appointment was through December 2021, recently announced his departure from the SUNY system for a private institution. During his tenure he called attention to investment in professional development of CDOs, professional burn-out, and the critical need to structurally support CDOs on campus.
- There is an approved national search for a system CDO but the search is not yet underway.
- Several long serving members of the ODEI office will be departing in 2022.
- Chancellor Malatras stepped down, effective January 2022.
- A search for System Provost is underway. The SUNY Provost is a critical partner to CDOs in executing the 25-point DEI plan.

2.5 Hire staff to support LGBTQ+ community

Fresia Martinez Olivera joined New Paltz's HRDI in January 2022 as the new LGBTQ+ Coordinator and in that capacity will also provide some support to DEI efforts. This allows Emma Morcone to focus on Title IX. Both programs have grown in scope and impact, and it was time to provide dedicated staffing to support the continued demands on and growth of both programs.

2.6 Rename Diversity and Inclusion Council

The D&I Council was renamed the DEI Council to better recognize the core of equity in the work of the council and in the principles of DEI held by college leadership.

2.6 Provide COVID-19 support and communication

The Office of Communication and Marketing (OCM) continued to provide COVID-19 support and communication to help manage the pandemic. Communication and support centered on ongoing messaging and campaigns around safe health protocols, fall/spring guidance for safe return to the campus, masking, testing, tracing, compliance, booster efficacy, pivoting with shifting guidance, innovative best practices as well as communication with external stakeholders such as the village, town, county and state officials, media, and community members and influencers to demonstrate continued competent and excellent campus management of the pandemic.

2.7 Bolster admission/recruitment communication and marketing

OCM provided additional support for admission/recruiting communications, including via review and transition of some print materials to digital and new social media practices and digital marketing and search engine optimization to bolster undergraduate, graduate, and special session enrollments. In collaboration with Admissions, Communication evaluated print documents and reduced expenditures by \$70k and initiated a Paperkite contract to work with a vendor on a digital marketing yield campaign.

2.8 Support students' wellbeing and engagement in the life of the College

We made progress on our three overarching goals for the Division of Student Affairs this fall. The division's focus has been to help students Reconnect, Recover, and Reroute. Since we are still very much consumed with navigating the pandemic, this approach to the year in terms of new undertakings was essential. We know that all aspects of students' lives continue to be affected by COVID and we are responding and supporting students in thoughtful and labor-intensive ways.

Below are activities that the division pursued:

Reconnect: Listening, Affirming, Encouraging

- Centered the student voice by including it in divisional trainings and retreats.
- Attending more staff meetings of reporting offices to validate divisional support.
- Held the Educational Opportunity Program (EOP)/Scholars' Mentorship Program (SMP)/First World alumni reunion in October 2021.
- Onboarded the new Athletic Director.
- Hosted Athletic Alumni events in October 2021, which included virtual Meet & Greet, softball alumni game, swimming meet, and other competitions.
- Increased in-person engagement events in conjunction with COVID safety measures.
- Convene the Intercultural Relations event co-sponsored with Student Association.
- Had conversations with Asian-Pacific Islander Student Association, including supporting a community conversation on Asian hate incidents and climate. Participants included the President Christian, Academic Affairs, Student Affairs, and HRDI. There was a virtual student-led campus discussion and educational program, in fall 2021, about Asian-Pacific Islander (A-PI) representation, bias, and invisibility in US history. Students have also called for an increase in faculty and staff representation, more inclusion of Asian American experiences in curricular offerings, and an Asian Studies major.

Recover: Emotional (trauma, growth, unmotivated), Physical, Fiscal, Academic (gaps in education), respond to individual student needs

- Developing and offering sophomore re-orientation and transition programs (Student Engagement, Residence Life, and Career Resource Center).
- Supporting student government and student clubs that are experiencing significant knowledge gaps about operating, navigating campus policies, and addressing lost peer mentorship/transition.
- Re-introducing key campus traditions and programming.
- Reinstating vacant positions in Residence Life and onboarding new staff.
- Addressing a 50% reduction in Campus Auxiliary Services (CAS) Block Programming funds, by providing creative and cost-effective programming alternatives.
- Reintroducing community-gathering spaces, including the recently renovated Student Union 4th Floor, new Center for Student Media suite, etc.
- Managing Student Crisis Fund applications and providing emergency funds to students in need.
- Managing the \$515,000 in state Mental Health and Wellness Program funding allocated to the campus to support student needs.
- Hiring additional staff in the Psychological Counseling Center.
- Addressing the increased academic needs of students with disabilities and using the more descriptive staff title, Assistive Technology and Services Coordinator.
- Providing more assistance to students who need to negotiate a medical or psychological Leave of Absence.
- Repackaged financial aid for EOP students after approval of statewide increase.
- Reorganized Athletics, Wellness, & Recreation to address administrative vacancy. Yielded \$60,000 saving by cutting assistant coaches.
- Achieved salary savings by holding multiple vacancies open in University Police Department (UPD).
- Reducing OTPS by 10% across the board to achieve possible savings of \$187,736 in AY2020-22.
- Continuing COVID management and support including testing, contact tracing, vaccination requirements, mask enforcement, quarantine and isolation logistics and services, etc.
- Supporting staff, acknowledging their own exhaustion, and promoting self-care practices in an ever-changing work environment.

Reroute: Anti-racist commitment, Holistic wellness, Student success

- Re-launching and educating the campus about the mission of the new Center for Student Engagement and introducing the Resource Assistant in the Student Engagement (RAISE) program, who will provide consistent support to student clubs.
- Hiring of an Assistant Director for Intercultural Relations in Student Engagement.
- Broadening and deepening DEI training to all new students (Come as You Are) and student club leaders.
- Relaunching Student Affairs committees and working groups to advance the work of the division: Belonging, Leadership, Adulting, Student Employment and Assessment.
- Re-envisioning the approach to assessment (making broader connections to institutional goals that lead to change that is more impactful).
- Strengthening co-sponsorship and marketing of well-being initiatives with a goal of realigning physical wellness and mental wellness.
- Building a coalition of Black, Indigenous People of Color (BIPOC) affinity groups and crafting programs to foster mental health of EOP, CSTEP, SMP students, and Athletes of Color.

- Developing a Starfish Student of Concern referral link so faculty can notify trained staff when they witness concerning behavior/feelings.
- Searching for a new Chief for UPD with the intent of a March start date.
- Announced a new body camera initiative for UPD after the UPD Advisory committee and the Cabinet reviewed and approved the proposal. Plans are underway to obtain and implement cameras in spring 2022.
- Assessing the reorganization of Career Resources in the wake of current and anticipated vacancies, and exploring the addition of an employer relations position.
- Exploring opportunities for establishing Career space in New York City to support employer relations, networking, and employer interviews.
- Developing a proposal for adding a Career Services fee to support expansion of services and to support student career development, in collaboration with Enrollment Management and Academic Affairs.
- Developing a proposal to add a Campus Services fee to support student employment, instruction, and mentoring for Living and Learning Communities, Center for Student Engagement programming funds, and other expenses, in collaboration with Enrollment Management.
- Achieving comprehensive integration of EOP application process with Slate, to include automated messaging and greater accessibility by EOP staff.
- Moving the EOP mid-term report to Starfish, in collaboration with Enrollment Management.
- Moving all Satisfactory Academic Progress reviews to Financial Aid, with EOP input.
- Retooling the EOP 3-week summer program, moving back to in-person in 2022, and narrowing its focus.
- Continued participation of Director of EOP, Tony Bonilla in strategic college fairs and presentations, especially to targeted organizations, to increase applications in the wake of system-wide decreases.

ESSENTIAL INITIATIVE III: STRENGTHEN PHILANTHROPIC RELATIONSHIPS AND SUCCESS

3.1 Promote fundraising activities, including Soaring Higher Campaign

The *Soaring Higher Campaign* concluded with \$24.7 million raised over a seven-year period, surpassing the original \$23 million goal. Supporters and friends enjoyed a festive celebration on campus in September 2021.

A successful partnership with OCM produced beautiful, printed materials with multiple components for the *Soaring Higher Campaign*, a website and video materials to accompany the printed brochure, and various one-off pieces used to target groups throughout the Campaign. A thank you video sent to all donors and a scrolling donor “wall” on our website topped off the work.

FY2022 fundraising at the six-month mark stands at approximately \$4.8 million with an upwardly revised goal of \$5 million shared with the Foundation board. This is the second strongest year of fundraising in the Foundation’s history. Of that, more than \$3.6 million comes from bequest intentions. We have seen 25-40% of giving each year from bequest intentions or realized bequests. This year will likely reflect an even greater percentage of such gifts.

Providing Opportunity Scholarship Campaign is under way and will be promoted more thoroughly in the spring.

As of December 1, over \$400,000 in scholarships was awarded in fall 2021. We project the total amount of scholarships awarded this fiscal year to be \$1,197,607—another record for the second year in a row. Scholarship spending has doubled in the last five years.

We note that after eight years of consistently raising \$3 to \$5 million, philanthropy has a demonstrable and lasting impact on student retention due to program development, experiential learning provided to students, and scholarship support.

The Tower Society tallied a record 195 members to date, 125 of whom are living. Thirty-eight of these new members resulted from marketing through FreeWill since January 2021. This increased membership is a 375% increase of the annual new members over the prior calendar year which had yielded eight new members—proving the effectiveness of using FreeWill.

Tower Society membership consists of alumni and friends who have given to the college through their planned gifts. These thoughtful and generous gifts, both large and small, help sustain the educational excellence that is SUNY New Paltz. Many individuals join the Tower Society by creating a gift in their estate plan with a free will-writing tool, courtesy of the College's partnership with FreeWill.

Contributions totaling \$85,000 came in to support the creation and installation of a sculpture of Sojourner Truth. The sculpture's installation has been postponed pending greater engagement of select campus stakeholders to consider next steps.

In collaboration with EOP, the office of annual giving, alumni relations, and major gift officers raised over \$50,000 in just three months, which was matched with \$50,000 by an anonymous donor. The fraternal organizations of Phi Iota Alpha, Kappa Alpha Psi, and Lambda Upsilon Lambda made financial commitments towards the challenge. Members of the organizations also represent our BIPOC alumni.

The Dr. Betty Shabazz Endowment proposal was completed with guidance from the SoE and endorsement from her daughter Ilyasah Shabazz '85. Following public announcement this spring, it will be ready for fundraising.

Two new SUNY New Paltz Foundation board directors and one Committee member were recruited this year.

3.2 Support philanthropic efforts

Supported multiple philanthropic efforts in what is promising to be the most successful fund-raising year ever. President Christian:

- Attended and spoke at Dorsky Museum's special reception (September 12, 2021) and 20th anniversary gala (October 9, 2021).
- Attended and spoke at *Soaring Higher Campaign* celebration (September 23, 2021).
- Participated in cultivation visit with major donors (NYC).
- Several luncheons with major donors.
- Co-hosted visit to Hudson Valley Manufacturing Center by CEO and board members of major Hudson Valley supporting foundation.

3.3 Hold Dorsky Museum's 20th Anniversary Gala

The Dorsky Museum's 20th Anniversary gala grossed \$136,637 and netted \$101,676. This includes a \$25,000 gift to our collections fund from the Jacques and Natasha Gelman Foundation for the purchase of an artwork by honoree Andrew Lyght. The event, held outside the Museum, demonstrated that a campus event can be successful. This gala, even with the \$25,000 removed, is comparable to the last Art Uncorked event held in NYC.

ESSENTIAL INITIATIVE IV: ENGAGE ALUMNI IN THE LIFE OF THE COLLEGE

4.1 Host Alumni Reunion weekend

Alumni Reunion was held remotely and in-person on campus over a series of "Reunion Season" weekends. An event titled "EOP, SMP, and Community: Talk and Gathering" was held during Reunion Weekend. This event gave alumni, current students, and staff an opportunity to hear from the Directors of both programs, as well as the Chair of the Department of Black Studies and Co-Chair of the First World Reunion Committee.

President Christian spoke about the status and progress of the College at Alumni Reunion and engaged with alumni throughout the day.

During Reunion Weekend, the College's Heritage Award and three alumni awards were presented to Myra Kressner '76 (Heritage Award), Martin Rutstein (Heritage Award), Everton Browne '92 (Distinguished Alumni Service Award), Marianne Mizel '76 (Professional Alumni Achievement Award), and Michael Keegan (Friends of the Alumni Association Award).

4.2 Promote alumni activities and engagement

Alumni and major donor events are being planned for NYC, DC, Phoenix, and the Hudson Valley.

The Orange and Blue Network currently has 1090 registered users, a 25% increase from April 2021. Still to be developed, with input and suggestions from Career Services, is a strategic plan for marketing the Orange & Blue Network.

The 2021 Fall/Winter Alumni Magazine was produced and mailed to 32,602 individuals and an on-line version was available to all.

The successful Alumni Interview Series is evolving into a radio show in collaboration with the Student Media Center. Past recordings, demonstrating how alumni and students can collaborate, will be converted into audio-only for the radio station and preserved online as a podcast.

ESSENTIAL INITIATIVE V: MARKET NEW PALTZ INTERNALLY AND EXTERNALLY

5.1 Market academic programs

Communication expanded capacity for social media content creation on TikTok and Instagram Reels, including by cultivating a team of student interns and assistants to produce videos. Communication is also overhauling graduate page web designs to prepare for Search Engine Optimization efforts, including adding inquiry form prominently to all graduate program pages and the graduate, professional, and interdisciplinary landing page due to recent reorganization. Finally, Communication is completing the digital LookBook and conversion of five school viewbooks to the campus website as part of OCM/Admission's overhaul of strategic recruitment materials from print to digital.

ESSENTIAL INITIATIVE VI: IMPROVE INTERNAL PROCESSES AND ADDRESS INSTITUTIONAL CAPACITY

6.1 Restructure funding arrangement (President)

Planned and executed conversation to restructure funding arrangement for Piano Summer after 2022 to support campus budget adjustments.

6.2 Use recommendation from the Middle States Commission on Higher Education to improve internal processes

Institutional accreditation via the Middle States Commission on Higher Education (MSCHE) represents a comprehensive effort to improve internal processes and address institutional capacity. Based on a two-year self-study and the March 2021 virtual site visit, the Middle States Visit Team in its final report recognized the College's accomplishments, progress, and exemplary and innovative practices by issuing seven commendations. The team also issued recommendations for improvement and innovation. To address these, in its Statement of Accreditation Status (SAS) MSCHE requested that, beginning in 2022 and in conjunction with each Annual Institutional Update prior to the Mid-Point Peer Review in 2025, the institution provide further evidence of:

- organized and systematic assessments that evaluate the extent of student achievement in all programs (Standard V) and
- sufficient support to sustain the assessment of student achievement and to communicate results of assessment to stakeholders (Standard V).

A verification visit is required by USDE guidelines and, according to MSCHE, will be conducted within a reasonable timeframe following the virtual team visit. In the meantime, the Associate Provost for Strategic Planning and Assessment is leading initiatives so that New Paltz, when next evaluated for MSCHE reaccreditation on the following schedule, will have successfully addressed the above requests:

- 2025: Next Mid-Point Peer Review
- 2028-2029: Next Self-Study Evaluation

6.3 Use disciplinary accreditation processes to address institutional capacity

Disciplinary program accreditation processes contribute significantly to improving internal processes and addressing institutional capacity.

Operational oversight of discipline specific accreditation has been added to the portfolio of the Associate Provost for Strategic Planning and Assessment. This fall the Associate Provost for Strategic Planning and Assessment met with ten accreditation liaisons to learn about their accreditation processes, progress in meeting accreditation recommendations, preparation for upcoming visits, and to inquire how the Office of Strategic Planning and Assessment can better support their efforts. In spring 2022, meetings will occur with liaisons for three additional accredited programs.

Programs not engaged in discipline specific accreditation undergo 5-7 year program reviews. Several such programs are conducting self-studies and external reviewers' site visits in spring 2022. The Office of Strategic Planning and Assessment continues to support these programs with their self-studies, to supply information and resources, and to answer questions. Meetings were held with seven department or program chairs with self-studies due in spring 2022.

6.4 Refine the Academic Affairs budget reduction plan and its implementation

Addressing institutional capacity includes refining the Academic Affairs budget reduction plan and its implementation so that in the next 2.5 to 3 years, the 5 percent target of \$2.3 M on the \$41 M Academic Affairs budget can be met while maintaining student and institutional success. Although approximately half of the target can be reached primarily by putting faculty and Academic Affairs staff positions in moratorium, the remaining shortfall must be addressed by additional reductions of instructional costs.

This can be accomplished by selective deployment of strategies for:

- optimizing class schedule build
- more closely matching course offerings to student need and demand
- accelerating student progress to degree completion
- adopting innovative instructional approaches that provide quality learning experiences at greater scale ([EAB Infographic: 38 Approaches to Maximizing Instructional Productivity](#))

6.5 Establish a new e-procurement solution for the campus

New Paltz is collaborating with SUNY System Administration to implement Jaggaer, an e-procurement contract management and sourcing solution that could become an e-payment solution. We are scheduled to participate in the 2nd wave of onboarding (4-5 campuses are being on-boarded at a time).

Benefits of this implementation include:

- Reducing time spent processing transactions
- Securing significant savings
- Dedicating more time to strategic sourcing of large-scale purchases
- Automating the reasonableness of price comparisons
- Automating the contracting process from beginning to end
- Interfacing with the SUNY FMS and SFS systems so transactions only have to be entered into one system

We are thinking about participating in this initiative as part of a hub implementation with SUNY Purchase, Old Westbury, and Stony Brook, with Stony Brook as the lead campus. We believe that this type of a shared service, which would be articulated within an inter-campus MOU, would give us the benefit of Stony Brook's existing expertise with Jaggaer and their seasoned procurement professionals.

While we await SUNY System's launch of Jaggaer, Purchasing and Accounts Payable have developed their own paperless workflow for purchasing and payments. The steps they have taken to move the campus toward a paperless environment will serve us well when we implement Jaggaer.

6.6 Employ e-signature to improve internal processes

We continued to leverage Adobe Sign to establish an e-signature environment to improve campus processes and enhance institutional capacity. Although procurement endeavors are on hold pending the launch of the Jaegger platform, the contract with Adobe is moving forward through ITS.

6.7 Restructure print services in alignment with SUNY print initiative

New Paltz is participating in a Managed Print Initiative that will reduce the overall cost of printing within SUNY and the number of printers and volume of printing on our campus. Due to contractual issues at the System level, this initiative has not been fully launched. Communication has been widely disseminated to the campus about the need to use economical central print services for departmental printing needs. We have instituted printing restrictions in all areas, but some issues exist with exams in academic areas, which require flexibility. As part of the focus on reduced printing costs, Communication continued to message to campus stakeholders, encouraging departments to convey their design and communication needs digitally when possible.

6.8 Implement replacement solution for Knowmia

Several activities have been conducted to replace the Knowmia content management application whose contract will end January 31, 2022. Panopto, the replacement software, will enable faculty to create and edit online content for courses.

Activities accomplished include:

- Replacement committee was formed in spring 2021.
- Participated in demos for four products.
- Narrowed the field down to two products to pilot: Yuja and Panopto.
- Selected Panopto in late spring and created a contract which was signed on October 1, 2021.
- Migrated Knowmia to Panopto in early December 2021 and Panopto is now operational.
- A final migration to Panopto of any content created in fall 2021 began December 20, 2021.

6.9 Roll out Respondus

We rolled out Respondus LockDown browser and monitor to faculty and students. This academic integrity program can be used with Blackboard tests to deter cheating. We piloted Respondus in summer 2021 and had a full roll out in fall 2021. Although we currently are unable to track usage of the LockDown Browser component, we were able to track monitor. Results showed that in fall 2021 the monitor was used in 15 classes, 1,384 exams were taken, and that 374 unique students used the monitor. We would like to see additional utilization of the program to continue purchasing this product.

6.10 Replace campus firewall

Efforts to secure institutional data from destructive forces and from the unwanted actions of unauthorized users, such as a cyberattack or a data breach, continued. On January 12, 2022, we replaced the campus firewall with a next generation firewall that provides more robust security and management capability. We achieved the replacement with very little interruption to campus services that day.

6.11 Establish a centralized PC replacement process

We established a centralized PC replacement process to better manage/normalize replacement lifecycles of technology equipment, improve mobility of staff, and achieve greater cost savings. Specific activities achieved include:

- A centralized account was created and seeded to facilitate bulk purchase of computers at a lower price point.
- Desktop Support drafted a process to track and identify computer to target for replacement based on the age of the device.
- Since Apple computers are typically 50-100% more costly than a Windows computer, departments requesting Mac computers will be required to pay the difference.
- Thirty-five Windows laptops have been replaced to date using this process and four MacBooks/iMac/Mac mini's replacements have been subsidized.

6.12 Implement campus Information Technology Master Plan

The campus funded an Information Technology (IT) Master Plan study to identify areas we could improve our efficiency and services. The IT Master Plan final report that was completed on September 17, 2021, included seven recommendations. These recommendations include upgrading telecommuting rooms, expanding the utility access hole/duct bank system, installing additional redundant fiber backbone, upgrading wireless locksets, relocating select telecommuting rooms, and relocating all building management devices to a separate network for security purposes. The SUNY Construction Fund created an IT Infrastructure Roadmap listing twelve projects. Our campus SUNY provided feedback to assist in the prioritization of these projects. We are awaiting funding allocations to proceed with campus projects.

6.13 Redesign the Information Technology System Service Desk

Information Technology pursued several activities to redesign the Information Technology Services (ITS) Desk website to be more intuitive and informative. The following activities were accomplished.

- A survey was distributed to faculty and staff in December of 2020 to better understand how users utilize the ITS portal and to solicit information regarding how the site could be improved.
- Recommendations were made after the ITS core team reviewed the survey results as well as feedback from IT staff who also use the system.
- A prototype for a new portal was developed and improved upon.
- The new site was deployed during the summer of 2021 and was available in parallel with the prior system.
- A cutover to the new portal was performed in August 2021.
- A survey was distributed to the campus in December 2021 to obtain feedback from faculty and staff to validate the impact of the new portal.

6.14 Transition the campus from the current Blackboard Learning Management solution to a Digital Learning Environment Solution

We are transitioning the campus from the current Blackboard Learning Management solution to a Digital Learning Environment solution, D2L Brightspace that has been selected by SUNY System. New Paltz has selected migration cohort 1 as its primary choice, with planning starting in January/February of 2022 and full transition by December 2022. Migration cohort 2 was selected as the secondary choice, with planning starting in summer 2022 and full transition by the spring 2023 semester. The following New Paltz team leads have been identified and the information reported to SUNY. SUNY Center for Professional Development (CPD) will offer initial training on D2L in both synchronous and asynchronous formats.

Executive Sponsor: Shala Mills

Campus Lead: Kate Bohan (alternate: Rich McElrath, while Kate is on leave)

Academic Lead: Rich McElrath (alternate: Troy Ellick, while Kate is on leave)

Technical Lead: Marcelo Bajana

Communications Leaders: Matt Skillman and Andrew Bruso

6.15 Revise faculty development modules for online or hybrid courses

The Office of Instructional Technology is revising the original “pathways” for faculty development of online or hybrid courses to reflect the new development process and the updated layout of the training. The new pathways will require faculty to meet more consistent milestones and official project deadlines. Looking forward to the deployment of a new LMS, the revised development course is being designed in blocks that can be easily adapted to the new Learning Management solution, D2L.

6.16 Increase full-time and part-time employees’ paper stub opt-out rates

We continued to work toward increasing the full- and part-time employees’ paper pay stub opt-out rates to 100% and 50%, respectively. As of payroll 17, 50.5% of the staff have opted-out of getting a paper pay stub while 53% of our regular employees have opted out of paper pay stubs and 40% of part-time employees. Eighty-one employees are receiving paper checks.

6.17 Expand campus equipment monitoring during off-shift hours

Plans to expand the Central Heating Plant’s (CHP) ability to monitor campus equipment during off-shift hours included providing better heating, cooling, and hot water conditions to all students, faculty, and staff. An objective relating to this goal is to set up two new logs in the CHP for our Plant Utilities Engineer to monitor daily. One log will be for winter and one for summer. To measure attainment of the objective, we will compare written logs and crosscheck that information against our Building Management Systems database graphs. Ordered and already onsite are two control room computers and monitors that are being configured by the IT department. New logs have been formatted and completed. Once the new computers have been installed and the CHP Plant Utility Engineer 2 position has been filled, we will start to implement the additional monitoring and training.

6.18 Secure external funds to support the College's carbon neutrality efforts

In 2021-22, the Office of Campus Sustainability will pursue external funding and support for carbon neutrality planning and engagement activities. Prospective funding sources include:

- NYSERDA's district heat pump program (to focus on Facilities Management and physical infrastructure)
- NYSERDA's Carbon Neutrality Economic Development Program (to focus on Facilities Management and physical infrastructure)

We hope to receive \$230,000 of NYSERDA funds to support a SUCF-led Clean Energy Master Plan. Free Services: A Central Hudson consultant is working with Facilities Operations to conduct a free campus fleet vehicle assessment to support the transition to electric vehicles. We plan to apply for the May or August 2022 round of carbon reduction and neutrality external funding and free services grant to conduct a site-specific scoping study at one or more potential district heat pump locations. We also hope to secure a free site assessment by a DASNY contractor who could finance, design, develop, and/or own clean energy infrastructure.

6.19 Initiate pilot program to evaluate textbook vendor’s universal buying program

Plans are underway to meet with Campus Bookstore stakeholders to initiate a pilot program to test textbook vendor's universal buying program. If the program works, it could lead to substantial savings for students. The current plan is to launch a pilot program with a few courses from the School of Business in fall 2022. This program will need to go through the course fee approval process before it can be implemented. The next round of fee approvals will take place in spring 2022.

6.20 Continue to train staff on newly installed Client Resource Management database

Development and Alumni Relations is now "live" in its new database. The fifteen months-long database conversion project has now entered a new phase as the staff is using the new software, The Raiser's Edge (also known as "RE"), as the database of record.

A full reporting solution (for data now housed in RE) currently is being implemented with additional resources from Blackboard and the aid of multiple colleagues in Information Technology Services. Restoring this capacity is the highest priority for the next phase of implementation.

6.21 Launch digital payroll deduction form

A digital payroll deduction form was launched for faculty/staff use.

6.22 Audit Samuel Dorsky Museum art collection

Over four thousand pieces are in the Samuel Dorsky Museum of Art's collection, held by the Foundation on behalf of the Museum. This collection was never documented and so an audit is being conducted and we are documenting each item, donor, value, and year of donation. To date, 560 pieces of art, valued at over \$1.8 million, have been matched and reconciled.

6.23 Complete strategic recruitment enrollment management plan

The Division of Enrollment Management is building on the momentum of its efforts in 2021 to complete a comprehensive strategic recruitment enrollment management plan. In anticipation of the new Assistant Vice President, and so as not to stymie the forward momentum that had been achieved through the enactment of numerous short- and mid-term tactical plans, the creation of these plans has been pushed to spring 2022 (from the original target of fall 2021).

6.24 Support institutional COVID response (Human Resources, Diversity, and Inclusion)

COVID-19 continues to feature prominently in the daily operations of the HRDI unit. The unit continues to redirect some of its people and resources to support the institution's COVID-19 response.

- HRDI staff continues to perform contract tracing duties. Contact tracers coordinate the protocols for employees and serve as liaisons with the Department of Health across four to five different counties.
- In 2021, HRDI's training and development resumed the path of more traditional work, providing a robust virtual orientation for new faculty in the summer of 2021 and a range of professional development offerings across Spring and Fall 2021.
 - <https://sites.newpaltz.edu/news/2021/02/hrdi-trainings-early-march-2021/>
 - <https://sites.newpaltz.edu/news/2021/10/employee-trainings-hrdi-late-fall-2021/>
- HRDI will lead the spring/summer roll out of performance management and learning management systems.

- HRDI continues to manage the flexible work framework and, when appropriate, SUNY-wide telecommuting program.

The telecommuting program was approved by the Government Office of Employee Relations (GOER), as a pilot, with a sunset of December 31, 2021. There is every indication that this will be extended to June 30, 2022, but campuses await confirmation from SUNY which, as of this writing, is still finalizing the extension with various unions. Human Resources practitioners across the system hope that this will become a permanent program as it allows institutions to meet modern workforce needs, supports work-life balance, and enhances efforts to recruit new employees.

- Coordinate January Training and Development Days for year 3
Training days will take place, virtually, January 13 and 14, 2022.
<https://sites.newpaltz.edu/news/2021/11/january-trainings-2022/>

ESSENTIAL INITIATIVE VII: STRENGTHEN REGIONAL AND COMMUNITY ENGAGEMENT

7.1 Strengthen regional and community engagement in service of our educational mission

Projects that strengthen regional and community engagement in service of our educational mission include:

- Continuing to monitor the repatriation of human remains in Anthropology (LAS), including the field school proposed for summer 2022 in partnership with Harambee/Kingston.
- In the School of Science and Engineering, implementing the \$500,000 cybersecurity grant in response to and in collaboration with State Legislator's Office, regional companies, and alumni from Computer Science.
- Building the reputation of the School of Business as a regional locus of innovation through expanded activities of the Hudson Valley Venture Hub.
- Expanding the quality and capacity of the graduate TESOL program and developing Bilingual Education programming to serve extensive regional needs.
- Maintaining and expanding partnership programs with school districts to address new clinical requirements, facilitate induction, and promote job placement.

7.2 Plan presidential transition events

Staff members are active participants in the presidential transition process, among other things, helping to organize a series of farewell events for President Christian with donors, alumni, and others. Also underway is planning activities to welcome a new president.

7.3 Support regional and community activities

President Christian participated in several regional and community events, including the following:

- Until September 2021, he served on Mohonk Preserve Board of Directors. At the December 2021 meeting, he was honored with a Board resolution awarding emeritus director status.
- He spoke about SUNY New Paltz status and progress during the last 12 years at the Dutchess County Regional Chamber of Commerce (November 2021) and Ulster County Regional Chamber (December 2021).
- He hosted the new Dutchess Community College President Dr. Peter Jordan on a visit to SUNY New Paltz.

- He joined the presidents of Vassar College, Marist College, Dutchess Community College, and the Culinary Institute of America at a dinner which focused on advancing regional higher education opportunities.
- As a long-time consultant with Mohonk Consultations, he joined Board members in December 2021 for discussion and advice on their planning, including ways to expand collaboration with SUNY New Paltz and our students.
- He continued work as Chair of the Mid-Hudson Regional Economic Development Council (MHREDC), including leading meetings and guiding processes, reviewing proposals and proposal presentations, and selecting projects to recommend for funding. Among the State's ten regions, the Mid-Hudson received the second highest number of awards and dollar amounts in this round of funding. With the latest round of awards, the region has for the first time exceeded annual award of \$100 million in state funding. He also spoke at ribbon-cutting events for projects funded through the MHREDC.

7.4 Return to in-person Convocation Ceremony

The SUNY New Paltz 2021/22 academic year kicked off with a return of our traditional in-person Convocation Ceremony, welcoming nearly 1,300 incoming and transfer students. Convocation had an element of normalcy despite the required masking and reduced faculty marchers due to COVID concerns. Both the Convocation Ceremony and barbecue that followed were successful.

7.5 Host President's Roundtable events

Three President's Roundtable events were held this fall, a combination of in-person and remote, with three more planned for spring 2022.

7.6 Hold Fall 2021 Distinguished Speaker Series

Dr. Darnisa Amante-Jackson, Racial Equity Strategist and Educator, spoke to nearly 300 participants during the fall 2021 Distinguished Speaker Series (DSS). For the DSS, the virtual sponsorship package/corporate visibility package was broadened to reach alumni across the nation and regionally. As a result, the fall 2021 DSS raised \$9,000 in new sponsorship revenue, including a new Presenting Sponsor (Liberty Coca Cola).

7.7 Host public events

The Hudson Valley Future Summit is currently on hiatus and the Women's Leadership Summit is on track for spring with 25 alumnae/thought leaders confirmed. Recruits include two heads of DEI; a JP Morgan executive, Chief People Officer at Zoom, an established singer/songwriter (who has offered to bring her band), CEOs and other successful women at various stages of their careers.

7.8 Bestow honor on women of distinction in business

Executive Director Erica Marks was selected as one of ten 2021 Hudson Valley Women in Business honorees by Hudson Valley Magazine.

7.9 Announce retirement of long-term staff

Special Projects Director Alan Dunefsky '69 '91g retired January 15, 2022, after fifty years at the College. A celebration of his "re-retirement" was planned for January 12, 2022.

SECTION II: SPRING 2022 STRATEGIC PLAN PRIORITIES

PRESIDENT

1. Complete planning process and campus communication for Black Studies Department relocation to Old Main and related “domino” moves, with planned completion of move in early summer 2022
2. Support Michele Halstead and Barbara Lyman in their leadership to develop an Academic Affairs division 5% budget reduction plan for 2022-2024
3. With Erica Marks, consult and reach decision about appropriate fate of Sojourner Truth sculpture
4. Continue to play leadership role in navigating COVID-19 dynamics
5. Continue monthly reports along with other communication on key issues
6. Continue to provide vocal and visible support for DEI initiatives
7. Guide and support completion of plans for new funding structure for Piano Summer that is more favorable to the College’s budget (April 15 deadline)
8. Maintain key relationships (including with donors and Foundation Board Directors), sustaining focus on institutional (not personal) connections
9. Continue support for “Providing Opportunity” and other philanthropic initiatives
10. Prepare presidential strategic audit report, help organize VP audits for successor
11. Support the presidential search and transition as appropriate
12. Celebrate Chancellor’s Awards for Student Excellence and initial President’s Awards for Student Excellence
13. Try to keep the campus positive and upbeat
14. Sustain my role in ongoing traditions at a reduced scale, including President’s Roundtables and year-end gathering with outgoing SA/RHSA leadership
15. Support ongoing progress to finalize contemplative space, with likely target for dedication in fall 2022
16. With Barbara Lyman, continue advocacy with faculty governance on curriculum and RTP standards
17. Prepare President’s residence for viewing by finalists during on-campus interviews, and for painting and other improvements during May and June after late April/early May move-out
18. Remain vigilant that letting go must be a conscious process; do not overextend self

ACADEMIC AFFAIRS

1. Maintain instructional continuity under threat of deep disruptions caused by COVID
 - Call on Online Teacher Mentors to add a focus on building community in online courses
 - Support faculty, especially pre-tenure faculty including PRODiG participants, in maintaining work-life balance, via programs and services provided via the institutional membership in the NCFDD
2. Complete all essential elements and steps for implementation of the new SUNY GE Framework for fall 2023 matriculants
3. Review the College’s diversity requirement and courses accepted as satisfying this requirement and the extent to which such courses provide venues for students to be educated more effectively regarding the dynamics of race, racism, and inequity in the U.S.
4. Refine the Academic Affairs budget reduction plan and implement strategically selected short and long-term strategies to contain instructional costs while maintaining student and institutional success

5. Conclude the work of RAPID³ and present the recommendations to President's Cabinet
6. Focus on rapid prototyping for putting the "new" into existing programs, e.g.,
 - New courses, emphasis, focus areas, or tracks
 - New delivery modalities
 - New pathways such as 4+1 (increased interest in this, 40% of our GR students were our UG students)
 - New admission requirements that expand enrollment (GRE, MST, etc.)
 - Innovative marketing campaigns (recruitment aimed at programs)
7. Continue to build a portfolio of online courses to meet the needs of the BA: General Studies online degree completion program
8. Capitalize on the MBA becoming the first New Paltz program to earn the designation of a SUNY Online+ program of distinction as a means of significantly increasing graduate enrollment
9. Advance all discipline specific accreditation processes and standard academic program reviews to meet established spring 2022 timelines
10. Have all conditions met so that the relocation of the Black Studies Department can occur in summer 2022

ADMINISTRATION AND FINANCE

1. Fully implement the print management and Jaggaer implementation processes
2. Implement the ITS projects that are underway
3. Investigate pilot program for affordable texts (that the Campus Bookstore and Administration & Finance are conducting with System Administration)
4. Launch the Office of Emergency Management mapping and analytics software project with ArcGIS
5. Create a new customer service management system and paperless key card request process.

COMMUNICATION AND MARKETING

1. Continue to provide COVID-19 support and communication
 - Support the Commencement Office in creating, executing, and sharing a meaningful May 2022 commencement experience (likely a more traditional in-person outdoors with slight COVID modification) for the August/December 2021/January 2022 graduates and May/August 2022 candidates. Exploring tent and jumbotron options.
 - Implement a new more holistic and integrated communication effort with parents, guardians, and family members in collaboration with Student Affairs, Admissions, and Development/Alumni Relations.
2. Support planning and communication related to:
 - Presidential transition, marking President Christian's final year, and the search for President Christian's successor
 - Anti-racist efforts (updates to website are ongoing and will continue to be made through the spring 2022 semester)
 - Budget reduction planning and implementation

3. Assess outcomes of Daily Digest implemented during COVID to determine continuing need/value of this communication tool for the campus (Will do this spring.)
4. Assess user feedback of NPForward texting service initiated during COVID for better outreach to students. (Will do this spring.)
5. Refresh the campus's website
 - Development pages refresh (Spring)
 - Alumni pages refresh(Spring)
 - Summer 2022 Refresh of campus website (homepage/internal page structures)
6. Address increasing demand for video needs
 - Planning spring/fall video shoots for recruitment marketing purposes

DEVELOPMENT AND ALUMNI RELATIONS

1. Articulate vision to the President, Foundation board, campus, donors, and staff for long-term fundraising success for SUNY New Paltz and begin preparations for next major campaign.
 - Develop strategy to increase investment in fundraising staff - to consistently perform and bring us to the next level.
2. Craft and share Alumni Relations strategic plan including:
 - A multi-year marketing plan for Orange & Blue Network
 - Refinement of Alumni Relations calendar and creation of plan for increased engagement
3. Surpass \$5 million raised in FY22 to achieve either highest or second highest fundraising totals in Foundation's history (number to beat is \$5.8 million raised in FY18--Wisherd bequest year).
 - Roll out Providing Opportunity - scholarship effort – as bridge between two campaigns.
 - Fundraising focus:
 - Providing Opportunity/scholarships - gifts IHO President Christian
 - Scholars' Mentorship Program
 - Educational Opportunity Program continuation
 - Shabazz Endowment
 - Turturro archives
 - Fund for New Paltz
 - Kressner Autism Spectrum Program
 - Student Psychological Resilience Project
 - Diversity/Inclusion training
 - Dorsky Museum 20th Anniversary continues
4. Execute farewell donor events for President Christian.
5. Plan welcome donor events for new president.

6. Hold planned major public events – Women’s Leadership Summit, 40 Under Forty, Distinguished Speaker Series, reassess all events on an ongoing basis to determine purpose and usefulness. Pivot as needed due to COVID concerns.
7. Continue to train staff on new CRM system; launch reporting functions.
8. Determine Sojourner Truth sculpture next steps; undertake donor stewardship and information sharing outreach.

ENROLLMENT MANAGEMENT

1. Develop Strategic Recruitment & Enrollment Management Plans
 - Draft and begin to execute on mid-range (3-year) plans to cover:
 - Graduate recruitment
 - Undergraduate recruitment
 - Special Sessions recruitment
 - Comprehensive retention planning
2. Enhance communication with Enrollment Management Division’s internal and external constituents
 - Institute a regular (yearly or semesterly) Enrollment Management Forum, in the style of the Budget Forum, to keep the campus apprised of progress and strategies related to broad Enrollment Management goals
 - Investigate best practices in campus-wide communication on logistical and policy changes to keep all campus constituents up to date during a time of rapid change
 - Launch an Enrollment Management website
 - Create an internal forum for staff in Enrollment Management to share feedback on the Division, offer suggestions for improvement, and exchange ideas
 - With Enrollment Management department heads, develop standard practices for internal communication related to change management to achieve a consistent and predictable exchange of information
3. Professional Development
 - Build on the success of the August 2021 virtual half-day professional development session for Enrollment Management staff by instituting a regular calendar of divisional professional development events
 - Working with HRDI, create focused professional development opportunities for managers within the division that empower them to lead effective teams and navigate the inherent challenges and opportunities of managing staff in our current environment (pandemic, budget deficit, reduced staffing, etc.)
4. Enhanced student support
 - Aligning Student Financial Services and Student Accounts in areas where there is significant overlap to provide enhanced service to students
 - Administration of state and federal grant programs (TAP, Excelsior, Title IV funds)
 - Financial literacy
 - Customer Service

- Planning and launching a pilot of a supplemental instruction plan to improve retention
- Expanding opportunities for retention grant funding through philanthropy and institutional investment
- With Graduate, Professional, & Interdisciplinary Studies, reimagining the TA/GA structure and reorienting it to be a driver of yield and retention
- Studying our current undergraduate need/merit balance for new student financial aid packaging; recalibrating for the 2023 recruitment cycle as appropriate

STUDENT AFFAIRS

1. Student Affairs will continue to advance 2021-22 goals of Reconnect, Recover and Reroute

Reconnect

- Division-wide Professional Development Day on January 18, 2022 at which the newly populated Task Forces will be relaunched. Focus on:
 - Adulting
 - Assessment
 - Belonging
 - Holistic Hawks (Wellness – this group has continued to be very active)
 - Leadership
 - Student Employment (GROW model)

Recover

- Mental Wellness focus
 - Dr. Terry Murray, retired faculty, Humanistic Ed, will be speaking at the Professional Development Day for the division on January 18, 2022, to help us all have the same mental wellness framework (see attached)
 - With the one-time mental health funds, we will continue to fund prevention and support mental health initiatives
- COVID support
 - Continue to manage COVID requirements and support those affected by COVID

Reroute

- Restructured and restructuring departments in the wake of turnover to function more effectively (or to get by as shortages continue): Disability Resource Center, Career Resource Center, Residence Life
2. Collaborating on new Career Services and Campus Services fees to introduce needed expanded services
 3. Investigating new software suite, CampusGroups, to support virtual orientation, student events management, club management, etc. CampusGroups will replace Engage and Virtual Zen.
 4. Exploring options for Career Resource Center space in NYC

5. Re-examining retention strategies, particularly focused on Welcome Week, Living and Learning Communities, and collaborating with Enrollment Management to present a seamless support structure and messaging to students and their families that you start your academic career with a triad+ of advisors and the EXPECTATION is that you utilize them (if they do not hear from you, you will hear from them):



(Exploring the idea of changing “Resident Assistant” to “Resident Advisor” to reflect the intent of the position and reinforce messaging)

- As students move through their academic career, they will add advisors including:
 - Major/minor advisors
 - Other key faculty in your interest areas
 - Co-curricular advisors (e.g., Emerging Leaders, Stepping Into Diversity, Student Association, Center for Student Media, Residence Life, etc.)
 - Career Resource Center
6. Conclude search for Chief of University Police

HUMAN RESOURCES, DIVERSITY, AND INCLUSION

1. Draft a model for chairs’ training and development
2. Continue the successful Manager’s Toolkit Program (spring 2022)
3. Managing staffing shortages, reorganization of work, and succession planning for HRDI staff
 - The department has been operating with a shortage of 2-3 positions since July 2021 and this has impacted staff greatly even as we have maintained a high level of service.
 - Retirements have more than doubled from the year prior.
 - The number of professional and faculty searches have returned close to pre-pandemic.
 - ADA and FMLA cases have increase significantly since March 2020.
 - Pending retirements over the next year or two creates an urgency for HRDI to be fully staffed so that there is redundancy of key functions and support of compliance mandates.

4. Fully integrate the school-based DEI working groups into the fabric of the institutional DEI Council. This will include school-based movement on identified goals. This initiative launched in February of 2021. In October 2021, Deans provided updates on the work of the school-based groups.
5. Conduct an inventory of the DEI Strategic Plan (now 5 years old) to understand where goals of the plan have been met and where there remain challenges or gaps.

President Christian issued this as a charge to the DEI Council in fall 2021. The hybrid nature of work among members of the council made this work challenging in the fall 2021 semester. Members expressed fatigue and the consistency of engagement in the Council varied. A report is to be provided to President Christian in January 2022.

6. Roll out climate survey according to SUNY guidance (expected in Spring 2022)

Recent conversations with SUNY leadership indicate that this is still on track. Procurement processes are nearly complete, and the SUNY Office of Diversity Equity and Inclusion (ODEI) anticipates seeking the input of CDOs across the system to inform this process.

7. Support the continued conversation with Asian-Pacific Islander students regarding the inclusion of their experience in the campus's culture and curriculum.
8. Launch second cluster hire through the English department

This cluster seeks three lines and as of this writing drew more than 100 applicants.

9. Continue to manage and expand campus participation in PRODiG
 - Create and manage a program for reinvestment of PRODiG funds for retention and development of faculty of color and women in STEM.