



STRATEGIC PLAN ANNUAL REPORT 2018-2019

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GOALS AND INITIATIVES FOR 2019-2020

I. INTRODUCTION

New Paltz's Strategic Plan aspires to sustain access to high quality and affordable education to undergraduate and graduate students in the region, advance a culture of excellence and high aspiration, and bolster institutional commitment to diversity and inclusion. The plan builds upon the distinct identity of New Paltz as a vibrant intellectual/creative comprehensive college with a broad array of majors, a diverse student population, and a strong connection to the cultural and economic centers of the Mid-Hudson Valley region.

The Strategic Plan includes the following seven broad goals that guide institutional improvements and the quality of education provided to our students and the region. While some goals relate directly to our core mission of educating students, others enhance our ability to fulfill our mission. The College has made investments of new or reallocated financial, human, and other resources to fulfill these goals.

- Essential Initiative I: Nurture Innovation and the Learning Environment
- Essential Initiative II: Establish an Engaged Living and Learning Community
- Essential Initiative III: Strengthen Philanthropic Commitments and Success
- Essential Initiative IV: Engage Alumni in the Life of the College
- Essential Initiative V: Market New Paltz Internally and Externally
- Essential Initiative VI: Improve Internal Processes and Address Institutional Capacity
- Essential Initiative VII: Strengthen Regional and Community Engagement

II. PROGRESS IN MEETING STRATEGIC PLAN GOALS & INITIATIVES IN 2018-2019

Featured in this year's Strategic Plan progress report are the following three broad areas: Hasbrouck Renaming; Enrollment, Retention, and Graduation; and Fundraising. A summary of Strategic Plan goals and initiatives accomplished follows. Part III presents Strategic Plan goals and initiatives we are planning to achieve in 2019-2020.

Hasbrouck Renaming

On August 5, 2019, the Hasbrouck Residential Complex building names were replaced with new ones approved by the SUNY Board of Trustees. This historic action culminated three years of sustained concerted commitment, dialogue, and action that began with a directive from the President. In fall 2017, President Donald P. Christian charged the Diversity and Inclusion (D&I) Council to review the names on buildings in the Hasbrouck Residential Complex and to develop a recommendation either to retain the names or to remove them and rename these buildings. The D&I Council conducted research and inclusive discussions with students, faculty, staff, alumni, community members, Huguenot descendants, Historic Huguenot Street leadership, and the College Council. It also examined how other institutions of higher education had dealt with their troubled racial past.

The Hasbrouck Residential Complex buildings were named for the original Huguenot patentees who were the first European settlers in New Paltz. Like other Europeans who settled in New York and other mid-Atlantic states, they enslaved Africans. The campus building names had a history of controversy on campus, and many believed that official action was long overdue. President Christian's decision to engage this important issue coincided with increased national attention, discourse, and conflict about statues and building names that commemorate or memorialize slavery in America and the country's racism.

In a May 2018 report of its work to the President, the D&I Council recommended renaming the Hasbrouck Building Residential Complex. President Christian affirmed the report's recommendation and referred it to the College Council for action. The College Council, which along with the SUNY Board of Trustees have authority to approve building names on the campus, voted on Feb. 21, 2019, by a 4-3 margin to approve a resolution to rename six campus buildings. Then on March 20, 2019, the SUNY Board of Trustees voted unanimously in favor of a resolution to remove and replace the names of six SUNY New Paltz buildings in the Hasbrouck Residential Complex. The new names (Shawangunk Hall, Awosting Hall, Minnewaska Hall, Mohonk Hall, Ashokan Hall and Peregrine Dining Hall) carry local meaning. They were chosen by a study group of College Council members from more than 300 responses to a campus-wide survey soliciting names that was sent to students, faculty, staff, alumni, and Historic Huguenot descendants.

President Christian endorsed a second recommendation from the D&I report; namely, to develop approaches to more fully tell SUNY New Paltz's history, including the legacy of slavery and the indigenous people who originally settled in New Paltz and the region. Plans are in development for a fall 2020 official opening of a "contemplative space" that tells our history, recognizes the many contributions of the Huguenots and their descendants, and displays related educational programming and materials.

Enrollment, Retention, and Graduation

This year's incoming class of nearly 1,200 first-year students and 850 transfer students is New Paltz's most diverse and academically qualified cohort in the College's history. Roughly, 48% of incoming first-year students are from traditionally underrepresented racial and demographic groups, as are about 35% of incoming transfers. The incoming class includes more first-year black students than any year since 2000. For the second consecutive year, we will realize increases in graduate student enrollments. About 400 new full- and part-time graduate students will begin graduate studies at New Paltz in the fall.

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

Our most recent preliminary first-year retention data show an increase to 88%, up from 83% last year. Our six- and four-year graduation rates are 76.5% and 61.7%, respectively. Taken together, our student retention and graduation rates correlate highly to the College's effectiveness in recruiting academically prepared students, selecting the right mix of students, offering excellent academic programs, and its attentiveness to student satisfaction and support. This year, we devoted considerable effort to facilitating students' selection of majors and improving their understanding about program requirements in their major. A primary focus for next year will be improving course scheduling and registration, and improving the accuracy and timeliness of predicting course enrollment needs.

Fundraising

Philanthropy occupies a central aspect of the College's work and is a primary Strategic Plan goal. Creating and sustaining a culture of philanthropic relationships and success creates opportunities for students, faculty, and the campus. Last year, New Paltz set a goal of raising at least \$3 million. As of June 30, 2019, the College has raised \$3,183,288. The \$3 million fundraising goal represented a doubling of the average \$1.5 million annual funds that the SUNY New Paltz Foundation, Inc., raised prior to 2014-2015. Last year was the fifth consecutive year of what is called a "silent campaign" that the Foundation exceeded its \$3 million annual fundraising goal. Having achieved at least 80% of the campaign goal or more than \$18 million over five years (FY2015 - FY2019), the College is primed to enter the public phase of its first comprehensive fundraising campaign, *Soaring Higher—The Campaign for SUNY New Paltz*. The Campaign's launch is scheduled for October 3, 2019, 4:00-6:00 p.m., Multi-Purpose Room.

Clearly, the Foundation has maintained an active role in collegiate fundraising. Last year, the Board achieved 100% Board participation goals for the Fund for New Paltz and restricted giving, with most directors giving well above the \$5,000 mandatory minimum. Three new directors joined the Board, two of whom are alumni. Board Chairman Michael Keegan, who termed off after 13 years as a director and five as chair, was replaced by Leonard Boccia '89 as the new chair, along with a new slate of officers.

In June 2019, the Council for Advancement and Support of Education (CASE) recognized New Paltz for overall improvement and overall performance in fundraising, a first in the Foundation and College's history. We were one of only five universities nationwide to enjoy recognition in both areas and one of 98 colleges and universities to win a 2019 Educational Fundraising Award <https://www.case.org/trending/case-honors-us-institutions-fundraising-excellence>.

This section of the report describes major Strategic Plan goals and initiatives accomplished in 2018-2019.

Essential Initiative I: Nurture Innovation and the Learning Environment

Recruitment, Enrollment, Retention, and Graduation

2018-2019 Goals

1. Meet or exceed fall 2019 enrollment target of 2,000 new undergraduate students
2. Meet retention and graduation rates
3. Increase international graduate recruitment and enrollment efforts

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

4. Enhance graduate recruitment and admissions efforts

Progress

- Recruited a historically high number of first-year and transfer students
- Monitored recruitment and enrollment data, focusing on development and implementation of yield strategies
- Generated a class of 158 Educational Opportunity Program (EOP) students for fall 2019
- Updated the readmission process
- Established a first-year/gap year program at Limerick University, Ireland; small cohort of students to go to Limerick in fall 2019
- Continued the “rising juniors” and “rising seniors” high school recruitment campaign
- Improved the scheduling and registration experience for students and advisors
- Improved the accuracy and timeliness of predicting enrollment needs
- Continued developing the recruitment capabilities of the Office of Veterans Affairs
- Increased graduate application by 34.7% from spring 2018 to spring 2019
- Showed increase in graduate registration of 18.8% from spring 2018 to spring 2019
- Increased number of international partner organizations and lead generation
- Enrolled first cohort of students in the Chongqing University of Education (CQUE) dual degree early childhood education program

Curriculum and Program Development

2018-2019 Goals

1. Develop targeted high-interest program offerings to serve current and new student populations
2. Revise academic programs to adapt to changing student populations and industry needs

Progress

- Reviewed and revised graduate program policies related to Independent Study
- Created policy on micro-credentials that is consistent with SUNY’s guidelines and our values
- Developed application form for developing micro-credential proposals
- Received New York State Education Department’s (NYSED’s) approval (on 2/25) of the non-certification Childhood Education program
- Revised MA English program to add Creative Writing specialization; revised proposal undergoing external review
- Launched Early Childhood non-certification program
- Approved (by faculty) BA Environmental Studies program
- Received full approval of Professional Geology certification proposal and prepared it for implementation
- Proceeded with review of counseling programs by Council for Accreditation of Counseling and Related Educational Programs (CACREP)
- Anticipated CACREP onsite review in fall 2019
- Continued internal review of BS/MS in Psychology
- Continued preparing for first phase of SUNY submission of MAT Art Education
- Continued preparing for first phase of SUNY submission of MAT Music

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Continued preparing MA Digital Design & Fabrication overall curriculum and course design for fall reviews
- Continued finalizing MA in Professional Communication proposal for fall reviews
- Submitted Creative Writing track in the MA English program for internal review
- Continued readying BS/MS Psychology 4+1 for review by Graduate Council in fall
- Approved by Graduate Council pending revision to plan of study of BS/MAT Mathematics 4+1
- Continued developing MAT in World Languages
- Continued awaiting external review of Interdisciplinary MS in Autism Studies
- Continued discussing MA in Data Analytics
- Continued developing Interdisciplinary online BA in General Studies for fall 2019 review
- Continued developing Arts Administration program
- Continued revising BA and BS Biology programs to clarify the proposals submitted to SUNY
- Continued revising BA and BS Geology programs to address students' needs and to clarify the proposals submitted to SUNY
- Continued revising BS in Art Studio proposal
- Began redesigning Special Education master's and certification programs
- Proceeded to finalize materials necessary for implementation of revised Biology curriculum
- Revised curriculum forms for graduate proposals
- Proceeded with plans to offer five General Education (GE) courses to airmen in the Community College of the Air Force associate's degree program at Stewart Air National Guard Base
- Expanded Hudson Valley Venture Hub and entrepreneurship program

Online, Extended Session, and 3rd Party Offerings

2018-2019 Goal

1. Promote more diverse modes of instruction (e.g., integrated, blended, mixed-mode learning) and increase availability, quality, and enrollments in seated and online/hybrid programs and courses; study abroad, summer, winter, continuing education units, institutes, and workshops; and micro-credentials

Progress

- Completed and launched revenue sharing model
- Launched revised model of course development/revision compensation plan for faculty
- Increased the number of faculty completing training for online and hybrid teaching
- Completed Open SUNY Institutional Readiness site visit and made progress on readiness
- Increased percentage of faculty teaching online who are using the Open SUNY Course Quality Review Rubric (OSCQR)
- Implemented standardized MOUs (Memoranda of Understanding) for 3rd party and other extended learning offerings
- Increased the number of student enrollments for summer (9% from 2017-2018) and maintained winter enrollment
- Increased study abroad enrollments by 2% (30 students) over same time period last year

Advising and Student Success

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

2018-2019 Goals

1. Continue to develop and implement new approaches to academic advising and support
2. Rollout Starfish formally, including communication and surveys to assess
3. Participate in the Excellence in Academic Advising Process with National Academic Advising Association (NACADA), and the Global Community for Academic Advising/Gardner Institute project (two-year national project to evaluate and improve advising)

Progress

- Continued progress in the Excellence in Academic Advising initiative
- Continued to roll out Starfish to campus, which is gaining steam in use and usefulness
- Continued work to integrate academic advising with student success, including some reorganization of units for clarity
- Added a secondary professional advisor/coach for students (in addition to their faculty advisor) in areas that had not previously had a professional advisor

GE4 Programming and Assessment

2018-2019 Goals

1. Support GE4 implementation
2. Revise GE program assessment
3. Assess GE Program

Progress

- Continued with plans to implement GE4, which is on track for fall rollout
- Revised Campus-Wide GE Assessment Plan
- Obtained full faculty approval of revised Campus-Wide GE Assessment Plan
- Revised institutional learning outcomes via efforts of the Strategic Planning & Assessment Council (SPAC), faculty, and Cabinet
- Assessed Basic Communication-Written, Mathematics, Foreign Language, and The Arts in spring 2019
- Completed spring 2019 GE Assessment Campus report

Paperless Graduation

2018-2019 Goal

1. Continue working to realize paperless graduation

Progress

- Improved and assessed the graduation checkup for early identification of course needs
- Identified unarticulated courses and promoted early articulations to reduced duplication, reduce workflows, and increase progression to graduation

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Updated information and form for post matriculated credit transfers, necessitated by SUNY Cross Registration initiative
- Created a list of approved Study Abroad courses on DegreeWorks to reduce workflows
- Initiated a paperless workflow for degree application
- Utilized College Scheduler (a new software solution) to improve student satisfaction with registration
- Created a paperless process for declaration or change of major, minor, and advisor
- Used Course Scheduler to help with course selection for registration

Information Technology Services

2018-2019 Goal

1. Improve analytics for registration and curricular planning

Progress

- Installed course predictive analytics tool to assist with student pre-registration, registration, and planning and for predicting teaching load

Financial Literacy

2018-2019 Goal

1. Develop students' financial literacy

Progress

- Added over 840 new Smart Track users, bringing total to 1,928
- Increased students' ability to manage debt by using Financial Aid personnel and resources in Student Affairs' "Adulting" program

Essential Initiative II: Establish an Engaged Living and Learning Community

Educational Programming and Student Support

2018-2019 Goal

1. Tailor educational programming and support to students' specific needs

Progress

- Implemented personalized recruitment for Honors Program
- Refined peer mentoring program for Honors students
- Approved and implemented new satisfactory academic progress policy

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Implemented periodicity (general idea regarding semester/year of offering) for every class available online and linked to school pages to enable student planning
- Expanded efforts to develop awareness and empathy around issues of diversity and inclusion for staff and students, including launching the diversity-focused, second-tier leadership program “Stepping Into Diversity” and the “Hot Topics” discussion series in collaboration with area-college(s)
- Continued the “Belongingness Initiative” with a focus on transfer engagement and the utilization of the PERTS (Project for Education Research that Scales) Social Belonging for College Students inventory with incoming undergraduate students to assess which subpopulations may be struggling with a sense of belonging at SUNY New Paltz
- Continued growing and improving Living Learning Communities and established an infrastructure for faculty involvement
- Continued increasing co-curricular transcript utilization
- Launched the “Hawk’s Eye” app to provide a common calendar of student events and encourage involvement through streamlined communications and incentives
- Continued the dynamic exchange of best practices, lessons learned, and resulting initiatives from the Knowledge Groups around Student Employment, Transitions to Adulthood (“Adulthood”), and Leadership/Mentorship
- Continued planning to minimize disruption to student services and support during the upcoming resident hall and Student Union construction projects

Diversity and Inclusion

2018-2019 Goal

1. Develop an inclusive campus community across all axes of diversity

Progress

- Continued receiving presidential leadership for the Hasbrouck Building renaming initiative, including advocacy with College Council members, SUNY leadership, SUNY Board of Trustees, and interactions with students
- Procured College Council and Board of Trustees approval for Hasbrouck Complex renaming
- Received favorable coverage of Hasbrouck Complex renaming in *Chronicle of Higher Education*, *New York Times*, American Association of State Colleges and Universities (AASCU) *Spotlight*, and regional media
- Went live with new Hasbrouck Complex names August 5, 2019
- Continued “Hot Chocolate with the President” series to engage with students
- Continued presidential engagement with student governance leaders to improve communication and understanding about campus climate and related matters
- Received presidential support with Honors Program new-student recruitment efforts
- Observed a visible presidential presence at athletic events; SUB tabling; other student events; and graduations including Lavender, First World, and Honors
- Received regular presidential communication to faculty and staff through the President’s State of the College address, monthly reports, presence at multiple events
- Continued receiving presidential promotion of issues of diversity and inclusion including D&I Council’s Campus Listening Tour and Diversity and Donuts: Community Breakfast with D&I Council

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Continued working on diversity in faculty appointments and retention issues
- Supported continuing free speech vs. inclusivity dialogue and skills building
- Continued providing communication support for diversity initiatives connected to diversity grant, D&I Council, and free speech vs. inclusivity dialogue
- Published webpage on building names and their origins in the “About New Paltz” section of the web, including links to campus map
- Completed Hawk Wings project for community and school spirit building
- Offered several Title IX and LGBTQ+ services and activities including online Title IX training, speaker on surviving abusive relationships, installation on sexual assaults, first Lavender Celebration (a ceremony honoring the achievements and hardships of LGBTQ+ identified students), and placement of chosen names on campus identification cards
- Continued developing tobacco-free/smoke-free campus communication plan and collateral for rollout in fall 2019

Environmental Health and Safety

2018-2019 Goal

1. Establish a hearing conservation program to mitigate risk of noise exposure in the workplace

Progress

- Established hearing conservation program for facilities operations

Essential Initiatives III: Strengthen Philanthropic Commitments and Success

Fundraising

2018-2019 Goals

1. Achieve capital campaign goals and initiatives
2. Raise at least \$3 million in each of the next three years

Progress

- Sustained extensive presidential involvement in fund-raising and donor engagement and cultivation, including hosting five President’s Roundtables during 2018-2019; contributed to review and development of capital campaign printed materials
- Received presidential engagement with recruitment of members of campaign Executive Committee, inaugural meeting of this committee, and follow-up correspondence
- Recruited Campaign leadership (chair, honorary chair, and 17 additional campaign cabinet members)
- Developed and printed two-page Campaign summary document that summarizes priorities
- Drafted full Campaign Case statement (now in revision), as well as a portion of the collateral printed materials; Identified the Case design direction

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Developed Campaign roll-out calendar including a plan to create Soaring Higher website

Foundation Board

2018-2019 Goal

1. Continue initiatives to build, engage, and diversify Foundation Board while consistently achieving 100% Board participation through giving
2. Continue supporting student scholarships

Progress

- Brought three new directors with diverse talents onto the Foundation Board including two alumni
- Celebrated and thanked Board Chairman Michael Keegan who termed off the Foundation Board
- Educated Foundation Board on what giving to New Paltz can achieve/power of philanthropy
- Worked with Foundation Board to select new investment manager for Foundation's endowment (selected Wilmington Trust)
- Awarded \$609,274 to 268 students through 117 different scholarships
- Raised close to \$40,000 from the 21st Annual Doug Sheppard Classic Golf Tournament

Donor and Student Engagement and Support

2018-2019 Goal

1. Deepen relationships with donors through stewardship and meaningful engagement with students

Progress

- Hosted a Day of Gratitude whereby students gathered to record videos and write thank you notes to donors for their scholarships
- Hosted the annual Scholarship Reception, attended by over 150 donors, faculty and staff, and students; speakers included alumni Tom Cetrino '73 and Laura Walker '76, who both established scholarship funds, and student Elana Kellerhouse
- Recruited students early in the year to serve as Stewardship Ambassadors at a range of events on and off campus
- Held eight President's Roundtable lunches with prospective donors and supporters who shared their life and work lessons with students in an intimate and informal setting
- Worked with Friends of the Library to recognize loyal supporters
- Recognized Professor Mary Jane Corry with engraved plaques on the harpsicords she donated
- Remembered Professor Eudora Chikwendu with a tree dedicated in her memory
- Participated in planning memorial for Professor Peter Kaufman (bike station memorial in progress)
- Sent scholarship reports to donors for funds given to students during 2018-2019, sharing student profiles, thank you letters, and resumes, along with endowment financials where relevant
- Paid out \$609,274 in SUNY New Paltz Foundation funds to 268 students through 117 different scholarships

Database Migration

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

2018-2019 Goal

1. Prepare for a major database conversion in 2020 to better serve campus and our constituents

Progress

- Delayed database conversion until FY2022 (post-Campaign), but preparations proceeded with selected vendor Raiser's Edge
- Ensured accuracy of constituent records and gift processing to provide clean data for donor outreach and stewardship:
 - Processed, verified, and receipted over 4,300 charitable gifts
 - Updated constituent information for roughly 2,000 records
- Oversaw database migration from Banner 8 to Banner 9:
 - Provided timeline and training opportunities for department staff
 - Ensured business continuity throughout the migration

Alumni Engagement and Giving

2018-2019 Goal

1. Increase alumni giving rate and focus on participation at whatever level is comfortable for the individual

Progress

- Saw a decrease in giving, analysis underway:
 - FY2018 number of alumni donors: 1,615 / FY2019 number of alumni donors: 1,475
- Held gift program (student appeal): five students formed the Senior Gift Committee in FY2019 and organized two on-campus events and communications to increase student giving participation; 372 students donated a record-setting \$9,778, a 36% increase in the number of donors from the prior year and 21% increase in dollars raised (FY2018: 274 donors gave \$8,056 vs. FY2019: 372 donors gave \$9,778)
- Increased donations in fall 2018, through the Reunion Challenge, in which the Class of 1968 was the most active in recent history, raising a total of \$83,338 for the Class of 1968 and Friends Endowed Scholarship Fund
- Worked with nine departments on their fundraising efforts by assisting with appeals to their respective alumni and providing resources to facilitate donor response/donations; multi-channel communications included direct mail, email, and social media

Estate Planning

2018-2019 Goal

1. Educate the Foundation Board, supporters, and Campus on the importance of providing for the future of New Paltz in one's estate plans and thus becoming a member of the Tower Society

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

Progress

- Profiled two Tower Society members in *New Paltz Magazine*
- Created new Tower Society marketing and recognition materials including: logo treatment, mailing and on-line materials, and pins for Tower Society members; launched new planned giving website in March 2019
- Sent quarterly planned giving newsletter to 2,000 people, aged 65 and up
- Hosted two events dedicated solely to Tower Society members, a luncheon and talk by President Christian in the fall 2018, and reception for Minds at Work in spring 2019
- Added seven new Tower Society members in FY2019

Service to Campus Partners

2018-2019 Goal

1. Provide excellent service and education to campus partners

Progress

- Worked with Disability Services and Institute for Disaster Mental Health (IDMH)/Veteran and Military Services to realize donor-sponsored activities (Kressner Autism Initiative and Military Cultural Competency training respectively)
- Created, in partnership with the Office of Communication and Marketing (OCM), Alumni Relations, Athletics, and Annual Giving, a timeline of multi-channel communications for FY2020, including a new online giving page to facilitate donations and to encourage giving
- Created dedicated online giving web pages for the following programs and scholarships to facilitate donor response: Liberal Arts & Sciences (LA&S), Athletics, Theatre, Honor's Program, and Hudson Valley Writing Project
- Generated announcements by the Stewardship office with department chairs and directors of available scholarships per department or area to engage eligible students; Created posters for promotion of select scholarships
- Provided more than 90 hours of time in support of the Dorsky Museum's 2018 Art Uncorked Event

Current and Future Donors

2018-2019 Goal

1. Sustain strategies for developing current and prospective donors of \$25,000 and above

Progress

- Engaged in nearly 300 face-to-face meetings with supporters and prospective supporters
- Hosted over 40 cultivation and stewardship events
- Held 21st Annual Golf Tournament at the Powelton Club, raising over \$74,000 (gross) and providing an opportunity to meet new potential major supporters
- Engaged retirees through promotion of Retired Faculty and Staff luncheons, invitations to Tower Society and Scholarship events, and inclusion at alumni activities

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Engaged in several campus partnerships activities such as:
 - Engaged campus partners in solicitation process achieving a blended gift and yielding a \$100,000 scholarship as well as likely support for the Equestrian program
 - Traveled (with Athletics) to visit family of alumnus Heinz Ahlmeyer Jr. in Nashville, TN
 - Coordinated stewardship and proposal development with School of Business Dean and staff to yield \$90,000 gift for Applied Learning and Travel
 - Worked with LA&S faculty to envision a Visiting Professorship in Genocide Studies (talks still in process) and to create a Kenyan study abroad program
 - Hosted, in collaboration with the Music Department, a celebration of the life of Barbara Hardgrave that engaged campus and New Paltz community members
 - Provided over 20 mailing/email lists to campus partners to support donor and alumni outreach

Scholarships and Grants

2018-2019 Goal

1. Obtain grants and support scholarships

Progress

- Continued to support faculty scholarship
- Provided additional targeted communication regarding grants and compliance
- Offered additional training in grant writing and preparation
- Raised over \$750,000 from the Dyson Foundation, Central Hudson, and numerous private supporters
- Launched first undergraduate international scholarship

Essential Initiatives IV: Engage Alumni in the Life of the College

Alumni Relations and Engagement

2018-2019 Goals

1. Support and foster a climate of growth for alumni engagement across campus
2. Maintain participation in alumni regional events
3. Increase alumni and student participation in the SUNY New Paltz Career and Mentorship Network
4. Engage young alumni in the life of the College through the second 40 Under Forty award program

Progress

- Supported several department alumni events including Political Science student and alumni gathering in Washington, D.C., with Professor Nancy Kassop; the Legislative Gazette 40th anniversary alumni reunion; the MFA student and alumni gallery show at Williamsburg Art and Historical Society; and the alumni, student, and faculty gathering in Michigan with the Ceramics faculty
- Co-hosted an alumni and student networking event with the Career Resource Center

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Began conceptualizing and researching an alumni engagement grant program for department-based alumni activities
- Worked closely with the D&I Council, the President's Office, and OCM to facilitate the discussion regarding the Hasbrouck Complex renaming and communicate the process and results to the alumni body
- Updated *Connect* alumni e-newsletter template
- Grew Alumni Council membership by three members and hosted three regional events – assisted by Alumni Council members – in New Orleans, Atlanta, and Rochester
- Continued to offer alumni events in New York City, Washington, D.C., and new this year, Michigan and Las Vegas for a total of eight regional events
- Increased participation in the SUNY New Paltz Career and Mentorship Program to 191 advisors from 63, and 158 advisees from 20
- Engaged young alumni in the second 40 Under Forty award program with 135 nominees of which 40 were selected; 32 honorees attended the award ceremony
- Supported communication needs for nomination, selection, invitations, and event coverage for second 40 Under Forty celebration

Alumni Reunion

2018-2019 Goal

1. Continue to meet Alumni Reunion participation goals of 400 or more participants through a well-organized communication plan and program of events attractive to a diverse body of alumni

Progress

- Exceeded reunion participation goals with over 435 attendees; Released pre-registration and save the date announcements on time
- Hosted specialized activities including Lantern Dinner for 50th anniversary alumni, International Programs' reception celebrating its 50th anniversary, EOP reception, and luncheons for multiple sororities and fraternities including Phi Eta Sigma, the Clonian sisters, and the Agonian sisters
- Introduced the Alumni Giving Challenge to stimulate alumni participation; class of 1968 celebrated its 50th anniversary

Essential Initiative V: Market New Paltz Internally and Externally

Marketing and Communication

2018-2019 Goals

1. Increase effectiveness and reach of our communication and marketing about New Paltz and its programs and initiatives
2. Centralize marketing efforts
3. Engage and support departments in marketing the College's programs

2018-2019 Progress

- Worked with OCM to develop a plan for marketing academic programs and enacted that plan
- Continued development of new online programs/courses website
- Launched online portal to promote summer camp programming
- Implemented feedback from spring 2017 internal marketing survey results regarding *Point of View*
- Supported Undergraduate Admissions with recruitment marketing, including rollout of new junior campaign
- Supported Graduate Admissions recruitment via ongoing campaigns (MBA, MFA, Educational Administration, Computer Science, English, etc.) and continued overhaul of collateral, including webpage copy and images, e-blast templates, digital signage, and one-page info sheets
- Provided budget communication support on an as needed basis
- Presented Gen Z talk to Administrative Council, OCM, Student Affairs division heads, and various Student Affairs units to assist campus leadership and programs in understanding the current generational traits/behaviors/attitudes of our students
- Developed a social media plan to proactively engage our key audiences with the College and its activities to support our brand loyalty, recruitment, and reputational messages in key markets
- Collected, analyzed, and responded to feedback from users about new online magazine site
- Continued exploring creation of an internal landing page to better serve internal audience with news/events
- Supported communication campaign to reduce water consumption on campus during fall 2018 shutdown; achieved 9.8% or 1.5 million gallon reduction in water consumption
- Supported advocacy/build awareness for legislative and gubernatorial support for space deficit; received \$27M in capital funding beyond regular campus allocation
- Conducted qualitative and quantitative market research to inform internal processes and external messaging and marketing collateral development

Essential Initiative VI: Improve Internal Processes and Address Institutional Capacity

Searches

2018-2019 Goal

1. Conduct searches

Progress

- Conducted successful faculty searches in: Accounting, Biochemistry, Black Studies (2), Chinese, Developmental Psychology, Finance (2), Marketing, Mathematics (2), Media Studies, Multicultural Education, Music Therapy (2), Special Education (Autism), and Strategic Communication (2), as well as Sojourner Truth Library (STL) (2 Reference and Instruction librarians)
- Completed an early hire for a line in Music Composition and Theory (approved for a 2019-2020 search) through a target of opportunity process

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Completed searches that failed in Counseling (lack of candidates), Criminology (candidate accepted and withdrew), and School of Education (Dean's position)

Institutional Processes, Policies, and Capacity

2018-2019 Goal

1. Strengthen internal processes, procedures, policies, and institutional capacity

Progress

- Increased clarity in budgeting structures and processes within the School of Fine & Performing Arts (F&PA)
- Reviewed and revised graduate policy regarding membership of the Graduate Council
- Continued efforts by Reappointment, Tenure, and Promotion (RTP) ad hoc committee to refine process
- Examined Blackboard and OneDrive as options for RTP document submission
- Continued plans to pilot RTP document submission in fall 2019
- Updated and/or recertified all departmental/programmatic RTP guidelines, building in information regarding all levels of ongoing appointment
- Increased offerings through the Faculty Development Center (FDC) to help faculty succeed and create community
- Continued work by SPAC to develop a list of best practices in faculty retention
- Began migration of immigration compliance for students to new platform
- Conducted preparatory work for migration to new Library Services Platform; created migration schedule
- Launched graduate online course catalog
- Piloted online degree audit (DegreeWorks) for graduate programs and identified and resolved issues
- Reviewed and revised graduate policies related to continuous enrollment
- Tested Team Dynamix project management/work order software with OCM
- Implemented a secure and fast system for delivering transcripts and reduced the number of financial transactions
- Integrated the Student Association accounting system into the College Auxiliary Services system
- Enhanced procedures for procuring chemicals and other hazardous materials
- Improved online employee orientation/training documents
- Continued developing a single form/process to request card access and keys
- Continued solidifying employee onboarding process regarding building access and access to sensitive data/systems
- Continued working to create an online conference management tool
- Inventoried campus software and PCs; established a PC refresh policy
- Ensured employees understand leave rules and use of accruals and benefits
- Utilized Extra Service instead of Also Receives form to pay Chairs
- Developed an online process for project request and management
- Required Employee Action Form for all employee actions as of January 1, 2019; provided Employee Action Form online training to campus community
- Ensured UUP employees' payments were aligned with terms of new UUP contract

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Continued to streamline notices to supervisors regarding UUP employees' evaluations, reappointments, and permanent reviews
- Implemented new UUP performance program and evaluation models
- Streamlined communication to employees on extended leave
- Rolled out new retirement readiness series
- Initiated voluntary online exit surveys for faculty and professional staff
- Rolled out Manager's Toolkit (series of classes/workshops designed to build leadership capacity among emerging and early Directors/Chairs)
- Completed revised organizational and leadership structure with analysis of clerical staffing for STL
- Developed process for campus-based hiring of classified positions transferring from civil service management

Middle States Commission on Higher Education Accreditation

2018-2019 Goals

1. Work toward Middle States Commission on Higher Education (MSCHE) reaccreditation
2. Monitor continually compliance with relevant accreditation-related federal regulations

Progress

- Convened Middle States steering committee and working groups
- Held Self-Study preparation visit with Dr. Sean McKittrick of MSCHE
- Developed Design for Self-Study and submitted it to MSCHE in spring 2019
- Included sustainability as an institutional priority in the Middle States Design for Self-Study – *"Cultivate sustainability in all its forms, including institutional, social, economic, and environmental sustainability"*
- Received notice from MSCHE that our Design for Self-Study was selected as an exemplary model
- Monitored compliance with accreditation-related federal regulations

Planning and Assessment

2018-2019 Goals

1. Continue working with faculty, staff, and administrators to enhance articulation between planning and assessment goals and objectives
2. Improve communication about the Strategic Plan and progress in implementing it
3. Continue supporting implementation of the Strategic Plan and assessments that correlate to goals and objectives in the Plan
4. Continue evaluating progress in accomplishing essential elements in the Strategic Plan

Progress

- Conducted meetings between the Associate Provost for Strategic Planning and Assessment and SPAC representatives with all associate deans, assessment liaisons, and key staff to discuss SMART goals and planned assessments and offered comments on plans and goals
- Updated Strategic Planning and Assessment website

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Offered half-day assessment conference with presentations by New Paltz faculty and staff
- Continued final drafting of Strategic Plan progress report
- Continued development of a framework by SPAC for ongoing and future planning using the UN Sustainable Development Goals as a basis

Essential Initiative VII: Strengthen Regional and Community Engagement

Executive Level Campus-Community Engagement

2018-2019 Goal

1. Continue President's involvement in campus-community activities

Progress

- Presented College initiatives at two regional chambers of commerce
- Presented Hasbrouck renaming process to SUNY presidents (invited)
- Presented financial challenges facing SUNY comprehensive campuses to Board of Trustees committee (invited)
- Participated in two panels hosted by regional chamber of commerce foundations
- Held the third Hudson Valley Future Summit and the fifth Women's Leadership Summit
- Sustained active presence on Boards of Mohonk Preserve and Central Hudson Gas and Electric Corporation (ended June 2019), as well as Chair of Mid-Hudson Regional Economic Development Council (MHREDC)

Campus-Community Engagement

2018-2019 Goals

1. Host the third Hudson Valley Future Summit
2. Produce two Distinguished Speaker Series that will attract campus and broader communities
3. Host the fifth Women's Leadership Summit
4. Advocate for the College with members of the legislature

Progress

- Hosted third Hudson Valley Future Summit on November 19, 2018, with 150 attendees, including regional leadership and faculty
- Secured 32 presenters/moderators for third Hudson Valley Future Summit's *Fireside Chats*, eight speakers for *Amazing New Projects*, and two Keynote speakers (Peter Buffett, G. Angela Henry)
- Presented Distinguished Speaker Series (DSS) fall 2018 - Dr. Neyooxet Greymorning '73, Professor of Anthropology and Native American Studies, University of Montana; Attracted over 160 guests (66 students), nearly \$960 ticket revenue and additional donations, 11 sponsors
- Presented DSS fall 2019 - Dr. Rosie Phillips Davis, President, American Psychological Association; Attracted 250 guests (131 students), \$1,070 ticket revenue and additional donations, 12 sponsors

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

- Hosted fifth Women's Leadership Summit in April 2019 with Keynote Speaker Leslie Gordon '93 (Sociology), president and CEO of Feeding Westchester
- Introduced new round-robin format at fifth Women's Leadership Summit in April 2019, providing approximately 100 students with more focused opportunities for career guidance from the 41 attendees and moderators
- Met with Jen Metzger and Antonio Delgado; Scheduling summer meetings with Kevin Cahill and Interim County Executive Pat Ryan

III. STRATEGIC PLAN GOALS & INITIATIVES FOR 2019-2020

Among the Strategic Plan goals and initiatives the College will pursue next year are the following:

Essential Initiative I: Nurture Innovation and the Learning Environment

Recruitment, Enrollment, Retention, and Graduation

2019-2020 Goals

1. Develop and implement a retention taskforce to address new student retention
2. Grow graduate enrollment by 10%
3. Increase international student enrollments with focus on undergraduate, Haggerty English Language Program, and Institute for International Business
4. Enhance engagement with international recruitment agents to attract a larger international student applicant and matriculated student pool
5. Enroll second cohort in CQUE dual degree program and graduate first cohort
6. Launch Gap Year Abroad Program

Curriculum and Program Development

2019-2020 Goals

1. Transition School of Education from National Council for Accreditation of Teacher Education (NCATE) to Association for Advancing Quality in Educator Preparation (AAQEP) accreditation
2. Achieve CACREP accreditation
3. Achieve state-level approvals of programs in Autism Studies, Digital Design and Fabrication, Professional Communication, Visual Arts Education, Music Education, and General Studies
4. Make significant progress on study and design of MAT in World Languages, Bilingual Education, and Arts Management programs
5. Submit MA/MS in Digital Design and Fabrication for Graduate Council review in fall 2019
6. Complete redesign of Special Education master's and certification programs
7. Begin preliminary work on study of potential Social Justice master's program
8. Complete study of graduate program in Biology
9. Continue to develop Hudson Valley Venture Hub and entrepreneurship program

Online, Extended Session, and 3rd Party Offerings

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

2019-2020 Goals

1. Increase percentage of faculty using OSCQR rubric for quality online education
2. Increase number of faculty certified for online/hybrid teaching
3. Increase offerings in online and hybrid formats
4. Review and revise (if necessary) revenue sharing plans for summer, winter, and 3rd party offerings
5. Launch website featuring New Paltz's online offerings

Advising and Student Success

2019-2020 Goals

1. Complete Excellence in Academic Advising process and begin to utilize findings
2. Increase academic advisors' understandings and facility with developmental advising approach
3. Increase Starfish adoption rates across campus and provide training for effective use
4. Continue to increase student utilization of Center for Student Success (CSS) services
5. Launch DegreeWorks for graduate use in fall 2019
6. Continue working with Degree Works to develop a paperless graduation

GE4 Programming and Assessment

2019-2020 Goals

1. Connect Learning Outcomes at all levels (i.e., Institutional, GE, and Major) to signature assessments
2. Achieve successful fall 2019 rollout of GE4
3. Support rollout of new GE4 with communication efforts to students, parents, faculty, and prospective students and their parent
4. Implement phase one of revised Campus-Wide GE Assessment Plan
5. Gather assessment information and/or identify where that information is being housed
6. Assess Humanities, Natural Sciences, Social Sciences, Western Civilization, and Information Management in spring 2020
7. Complete and disseminate spring 2020 GE Assessment Campus report

Paperless Graduation

2019-2020 Goal

1. Achieve paperless graduation

Financial Literacy

2019-2020 Goals

1. Continue developing and implementing financial literacy initiatives
2. Implement the newly developed Student Information and Campus Administration Systems (SICAS) financial literacy functionality

Essential Initiative II: Establish an Engaged Living and Learning Community

Educational Programming and Student Support

2019-2020 Goals

1. Continue developing a living plan for Honors via surveys of constituents and focused meetings
2. Implement advising materials for various 4+1/accelerated plans
3. Refine recruitment strategies for Honors
4. Launch Student Managed Investment Fund
5. Complete new Scholars' Mentorship Program Center
6. Extend library hours on main floor of the STL by spring 2020
7. Plan for SUB 4th floor and residence hall renovation and temporary displacement
8. Continue co-curricular transcript participation; add for-credit internships
9. Develop resources for faculty to support students in crisis
10. Explore use of Starfish for the Faculty Incident Report Form
11. Determine organizational structure and sustainable plan for "Stepping Into Diversity" second-tier leadership development program
12. Continue Belongingness initiative; maintain the resiliency "Strength through Struggle" programming
13. Complete implementation of "Beyond the Echo Chamber: Conversations that Matter" series with area colleges
14. Expand student employment career development program
15. Continue the "Adulting" programming series, including focus on financial literacy
16. Examine and address needs of commuter students
17. Fully implement a wellness initiative that connects existing programming, develops data-driven new services, and engages faculty and staff as coping models

Diversity and Inclusion

2019-2020 Goals

1. Create a more inclusive community that supports diverse students and employees
2. Conduct study by the D&I Council of options for a campus climate survey
3. Continue providing presidential leadership and support for creating a more inclusive campus community and a "contemplative space" on campus to showcase the College's full history, including that of enslaved Africans, indigenous peoples, and Huguenots and their descendants, including the legacy of slavery and our renaming process
4. Create a video showcasing the College's full history to debut during fall 2020 ribbon-cutting ceremony for new contemplative space
5. Plan ribbon cutting for new contemplative space in fall 2020
6. Develop Promoting Recruitment, Opportunity, Diversity, Inclusion, and Growth (PRODiG) proposal; create faculty and staff recruitment video and other collateral to support PRODiG and our campus' efforts to maintain and diversify our staffing ranks
7. Support communication of diversity, equity, and inclusion goals and programs, including advancing cultural change on campus

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

8. Continue working to become a smoke-free/tobacco-free campus; Continue providing presidential leadership toward becoming a smoke-free/tobacco-free campus
9. Identify candidates for SUNY Faculty Diversity Hiring proposal
10. Rollout mandatory training around review and selection bias for committees conducting faculty and administrative searches; topics will include Innovative Recruitment Strategies, Job Announcements for Faculty, Implicit and Explicit Bias, and Interview Structure and Best Practices
11. Create school specific faculty recruitment videos
12. Develop, launch, and administer in person and online training modules for new Clery UUP mandated reporting training requirements and new New York State sexual harassment training requirements
13. Provide more Title IX and LGBTQ+ programming

Essential Initiatives III: Strengthen Philanthropic Commitments and Success

Fundraising

2019-2020 Goals

1. Expand presidential involvement in achieving goals of capital campaign, including donor engagement, work with campaign consultants and executive committee, and active solicitation of gifts and pledges
2. Announce and rollout our first fundraising campaign: Soaring Higher—The Campaign for SUNY New Paltz
 - Hold on- and off-campus Campaign launch events
 - Finalize communications plan and printed case materials
3. Support first-ever fundraising campaign; rebrand all fundraising collateral and website to reflect campaign messaging and imagery
4. Raise at least \$3 million in each of the next two years
5. Increase the number of alumni who donate, as well as alumni giving rate, particularly to the Fund for New Paltz, engaging alumni in achieving Campaign goals
6. Celebrate milestone anniversaries such as Asian Studies 50th (2019), Theatre Department 50th (2020), and The Dorsky Museum 20th (2021) to maximize fundraising and alumni/donor involvement
7. Maximize the talents and time of Campaign Cabinet to raise funds and engage with donors
8. Provide timely and accurate stewardship reports to scholarship and program donors as an integral part of an already strong partnership
 - Hold annual scholarship reception to connect supporters and scholars
 - With OCM, highlight donor stories and reasons for giving in print and web communications
9. Bring major gift program to the next level, increasing the number and amount of gifts received by at least 10% over FY2019 levels
 - Utilize best practice strategies including in-person meetings with all donors \$500 to \$10,000 capable of a major (\$25,000+) gift
 - Deepen connections to current and future supporters by involving them in campus life by drawing on their professional expertise and interests
 - Integrate Tower Society/legacy planning conversations into all meetings

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

10. Strengthen special event fundraisers The “Shep” Golf tournament and Art Uncorked (for the Dorsky Museum) by innovating and growing sponsor involvement
11. Launch Philanthropy Spotlight to showcase regularly within Week in Review staff and faculty contributions to the culture of philanthropy
12. Create annual report/fundraising piece for Student Affairs

Foundation Board

2019-2020 Goals

1. Continue initiatives to build and diversify Foundation Board while deepening directors’ engagement in campus life
2. Realize 100% Foundation Board participation through giving, including at least 20% of Board joining the Tower Society
3. Explore and secure foundation funding for signature initiatives such as the *Legislative Gazette*, Kressner Autism Spectrum Disorder initiative, and Sojourner Truth sculpture/Honoring Our History initiative, among others

Database Migration

2019-2020 Goal

1. Continue preparations for a major database conversion in FY2022 to better serve campus and our constituents

Service to Campus Partners

2019-2020 Goals

1. Continue working (i.e., all Academic Affairs units with Development staff) to create goals, engage outreach, and provide materials necessary for making requests
2. Streamline automated reports issued by Development to departments
3. Continue training deans, chairs, and campus leaders as campaign is announced and rolled-out
4. Create written best practice guides for departments on how to launch fundraising appeals, put together sponsorships, and engage with alumni
5. Clarify and develop a written policy regarding distribution of student award funding; work with student accounts and departments to ensure awards are provided to students within IRS and NYS policy guidelines

Scholarships and Grants

2019-2020 Goals

1. Meet deliverables set forth in Clean Energy Workforce Training grant
2. Continue to support faculty scholarship
3. Provide additional targeted communication regarding grants and compliance
4. Offer additional training in grant writing and preparation
5. Encourage grant work and innovation in curriculum supported by Education program

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

6. Offer collaborative scholarship sessions by the School of Business in conjunction with FDC
7. Prepare and submit TRIO grant application for Student Support Services

Essential Initiatives IV: Engage Alumni in the Life of the College

Alumni Engagement

2019-2020 Goals

1. Expand support of department-based alumni events and activities and implement a department-based alumni grant program
2. Increase number of completed consultations in the New Paltz Career and Mentorship Network to improve engagement on the platform
3. Maintain Alumni Council membership and continue to harness members' talents and interests to expand their participation in Alumni Association activities
 - o Refine the new committee structure
 - o Continue to utilize members to expand our regional footprint through regional alumni programming hosting three or more Alumni Council-hosted events each year
4. Continue to meet Alumni Reunion participation goals of 400 or more attendees
5. Identify affinity groups to celebrate significant anniversaries during Reunion and throughout the year, including the Asian Studies Program and First World alumni
6. Continue expansion of the online networking platform and maintain a collaborative relationship with the Career Resource Center to support programming for alumni-to-alumni networking and alumni-to-student networking through events and the First-Year Internship program
7. Continue to strengthen coordination between Alumni Relations and academic schools and departments
 - o Update workflow for tracking participants in department-based alumni events
 - o Create and advertise a grant application process for departments to request support and funds for alumni events and activities
 - o Communicate at least twice a semester with department chairs about related alumni activities and to offer support for department-based alumni activities
8. Adapt and expand the alumni Legacy program to recognize alumni who have connections to current students
 - o Rebrand the Legacy program as New Paltz Generations to be more inclusive of all New Paltz family connections including siblings, aunts, uncles, and cousins
 - o Adapt Legacy program and schedule to the new Parent and Family Weekend schedule
 - o Revisit identification method and reports to expand the audience to include all current students with alumni connections, not just incoming students
9. Produce *Connect*, the monthly e-newsletter, and the bi-annual *New Paltz Magazine*, our primary vehicles for connecting and communicating with alumni and the campus community
10. Close the loop on *New Paltz Magazine* survey assessment data collected in spring 2019 to incorporate feedback/improvements in future issues

Essential Initiative V: Market New Paltz Internally and Externally

Marketing and Communication

2019-2020 Goals

1. Enhance orientation and academic enrichment for Honors to continue to create a distinctive brand
2. Fully launch web materials for graduate, online, and 3rd party programs
3. Launch new website for F&PA
4. Revise marketing materials for School of Science & Engineering (SSE)
5. Plan/execute ribbon-cutting for new Engineering Innovation Hub (September 17, 2019)
6. Prepare for Jacobson Faculty Tower (JFT) lobby opening
7. Rollout new OCM media plan and social media plan
8. Continue implementing feedback from spring 2017 internal marketing survey results regarding *Point of View*
9. Continue efforts to move perception of SUNY New Paltz with target audiences in Long Island, metro, and Hudson Valley markets as top-tier public choice
10. Support Undergraduate Admissions with recruitment marketing, including creation of final junior campaign viewbook for spring distribution as yield piece
11. Prepare music therapy and engineering graduate program collateral
12. Prepare and launch marketing campaigns for anticipated new 4+1 programs, MEd. in Autism Studies, and online bachelor's degree in General Studies
13. Continue campaigns for MFA, 4+1 in English, Computer Science, Educational Administration, and accelerated MBA
14. Secure funding for the newly updated Facilities Master Plan

Essential Initiative VI: Improve Internal Processes and Address Institutional Capacity

Institutional Processes, Policies, and Capacity

2019-2020 Goals

1. Manage key leadership transitions including charging two vice-president searches, overseeing work of Interim Provost/VPAA
2. Continue supporting growth of integrated model of Human Resources, Diversity, and Inclusion
3. Support launch of a new Employee Assistance Program (EAP) model
4. Oversee and guide development of possible new programming in Benjamin Center to build stronger connections to faculty
5. Provide visible presidential leadership and support for strengthening diversity, equity, and inclusion goals, including advancing cultural change on campus
6. Offer first mandatory professional development in January 2020
7. Complete faculty searches in: Art, Business Analytics (2), Computer Science, Counseling (lecturer and assistant professor), Electrical Engineering, Elementary Education, Entrepreneurship, Finance, Italian, Latina/Latino Literature, Management, Mathematics (3), Mechanical Engineering, Music Therapy, Oboe, Psychology, Science Education, Sculpture, Sociology (2), Spanish, and Theatre

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

8. Complete administrative searches for: Associate Vice President for Student Affairs, Provost/Vice President for Academic Affairs, School of Education Dean, and Vice President for Enrollment Management
9. Conduct examination by F&PA Council of best practices for mentoring new faculty
10. Continue increased offerings through the FDC to help faculty succeed and create community
11. Complete RTP ad hoc committee work and adopt new process documents
12. Pilot online RTP process
13. Implement for graduate programs the launching of prospect management components of Slate for fall 2019 with full launch scheduled for fall 2020
14. Transfer prospect management and automated communication plans into Slate
15. Implement for international programs the launching of Slate for Customer Relationship Management (CRM) and application tracking
16. Complete migration of student immigration compliance to Terradotta
17. Transition Center for International Program leadership
18. Migrate to new Library Services Platform
19. Go live in fall 2019 using Team Dynamix project management software throughout OCM (to streamline work order and project system to improve efficiency with campus partners on marketing and communication efforts and foster further integration of the OCM team)
20. Identify and implement a college-wide software solution with capacity to schedule classrooms, courses, and events
21. Develop education and communication plans with respect to campus all-funds budget
22. Improve profitability of internal/external conferences
23. Develop and communicate a formal biohazard approval and procurement procedure for infectious agents
24. Reduce nuisance fire alarms to reduce impact on emergency and first responders
25. Define building supervisors and emergency response coordinators' roles and provide training
26. Implement a more cost-effective e-payment solution
27. Complete conversion of electronic card access system
28. Increase the full-time regular employees' paper pay stub opt-out rate to 100% and increase the part time rate (including adjunct instructors) to at least 50%
29. Automate notification to supervisors of UUP professionals regarding performance reviews
30. Implement UUP salary equity clauses of the agreement

Middle States Commission on Higher Education Accreditation

2019-2020 Goals

1. Continue receiving broad presidential leadership support for Middle States
2. Continue engaging the campus community in the MSCHE self-study
3. Continue drafting the MSCHE self-study report
4. Continue monitoring compliance with accreditation-related federal regulations

Planning and Assessment

2019-2020 Goals

1. Develop Strategic Plan for Graduate and Extended Learning
2. Develop Strategic Plan for Center for International Programs

SUNY New Paltz, 2018-2019 Accomplishments and 2019-20 Goals

3. Develop taskforces within the School of Business to better use program assessment data for strategic revisions
4. Build assessment plan for Scholars' Mentorship Program and determine process for utilization
5. Complete Strategic Plan progress report for 2018-2019

Essential Initiative VII: Strengthen Regional and Community Engagement

Campus-Community Engagement

2019-2020 Goals

1. Continue the President's visible leadership and presence in community and regional engagement, including service on Mohonk Preserve Board, chair of MHREDC, presence at chamber of commerce and other events
2. Host the fourth Hudson Valley Future Summit on November 18, 2019, with the theme "Creating Equity in the Hudson Valley"
3. Host half-day conference, "Long Term Affordability and Short Term Rentals" on September 18, 2019 (under the auspices of the Hudson Valley Future Summit and in partnership with the Benjamin Center)
4. Produce two Distinguished Speaker Series to attract the campus and community:
 - o Plan Fall Distinguished Speaker Series: Ilyasah Shabazz '85 in conversation with Janus Adams '67 on October 17, 2019
5. Host the sixth Women's Leadership Summit
6. Host symposium titled "Can I Afford to Live Here? The Impact of Short-Term Rentals on Housing & The Prospect of Rent Control on September 18, 2019
7. Continue advocacy for increased capital funding and state support
8. Continue advocacy for College Council appointments
9. Continue partnering on prevention efforts through the campus prevention coalition NP SAFE (Substance Awareness for Everyone) and the town/village prevention coalition Greater New Paltz Community Partnership

Strategic Planning and Assessment Council

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Sue Books

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