

# STRATEGIC PLAN PROGRESS REPORT FOR 2020-21

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## GOALS FOR 2021-22

### Introduction

Academic year 2020-21 arrived with many challenges, many of which were relics of the past year that emerged with the onset of the COVID-19 pandemic. COVID-19 has challenged us in many ways, forcing us to innovate to accomplish our goals, even as we simultaneously sought to position ourselves to maintain the College's upward trajectory.

College administration directed considerable resources and contingency planning to maintain New Paltz's high academic standards and college business operations and continuity. In mid-March 2020, President Donald P. Christian formalized a SUNY New Paltz COVID-19 Cabinet Planning Team comprising representation across campus. This group met daily, Monday to Friday until mid-May 2020, from mid-May thrice weekly, and after late July 2020, once weekly. The COVID-19 Cabinet focused on maintaining our educational mission in a fiscally responsible and transparent way that took into account the vulnerabilities of certain campus populations and adaptive policies, procedures, and communications for all aspect of the College's operations. The COVID-19 Cabinet also kept abreast and responded to mandates and recommendations issued by the NY State Governor, SUNY System, and local government mandates, among others.

Despite several challenges, this report will clearly demonstrate that our college maintained excellence in delivering student learning experiences, administrative leadership, and stability in our operations. Notable accomplishments range from reaffirmation of accreditation by the Middle States Commission on Higher Education to launching the College's first-ever fundraising campaign to supporting faculty and students during COVID-19 with contingency online orientation, training, and resources.

Taking stock of what we have accomplished, the campus planned several goals for AY 2021-22 to continue to fulfill New Paltz's mission. These essential goals will help us to remain strong, vibrant, and fiscally sound. Although we are fully committed to pursue each of these goals, given that the impacts of the coronavirus pandemic continue to unfold, the College will be prepared to make adjustments as circumstances evolve.

# 2020-21 Strategic Plan Goals and Accomplishments

## Essential Initiative 1: Nurture Innovation and the Learning Environment

### Strategic Planning in the Schools/Divisions

#### Goals

- Complete Graduate and Extended Learning Strategic Plan
- Develop 3-year Strategic Plan for the School of Education

#### Progress

1. In January 2020, Graduate & Extended Learning (G&EL) submitted an initial draft of their strategic plan to Interim Provost Lyman and a sub-set of Cabinet for review and comments.
2. Dr. Kevin Kumashiro has been contracted to facilitate the School of Education's (SoE's) strategic planning efforts. He has held several virtual workshops with SoE faculty and staff.

### Program Development and Curricula Matters

#### Goals

- Develop targeted high-interest program offerings and partnerships to serve the interests of current and new student populations
- Revise targeted academic programs to adapt to changing student populations and industry needs
- Strengthen program development support

#### Progress

#### Programs Approved for Distance Education Format\*

1. BS International Business
2. BS Management and BS Marketing
3. MEd. Literacy (birth to 6)
4. MEd. Literacy (7 to 12)

\*(Middle States has been notified.)

#### Programs in Development for Distance Education Format

1. MS Special Education
2. MS Computer Science

#### New Programs Approved - Graduate

1. MS Interdisciplinary Autism Studies & ABA
2. MA Digital Design and Fabrication

3. MEd. Second Language Education (Non-certification)
4. Computer Science 4+1 (BA/BS and MS)
5. Adolescence Education: Biology 4+1 (BA Biology/MAT Adolescence Education: Biology)
6. MPS Social Justice Educational Studies (non-certification)
7. MS School Counseling (new initial/professional, replacing provision/permanent MS School Counseling program)

#### New Programs Approved – Undergraduate

1. BA Environmental Studies
2. BS Entrepreneurship
3. Adolescence Education (minor)
4. Social Justice Educational Studies

#### New Micro-credentials

1. Micro-credential in Healthcare Administration (graduate)
2. Micro-credential in Music Business (graduate)

#### Change in Program Title

1. MPS Humanistic/Multicultural Education changed to MPS Social Justice Educational Studies (Humanistic/Multicultural Education—Program Code: 25291 and placeholder code: 41751—will terminate December 1, 2023)

#### Program Revisions

1. MEd. Special Education (3 programs – Early Childhood, Childhood, and Adolescence Education)
2. Advanced Certificate: Social Justice Education
3. The School of Business (SoB) entrepreneurship track was converted to a major and the proposal has been fully approved.
4. BA and BS Psychology
5. BFA Metal
6. BA and BS Communication Studies
7. Psychology (2) (minors)

#### Programs in Review

1. MAT World Languages was approved by the Graduate Council, was submitted to SUNY, and SUNY returned it to campus with comments for revision.
2. BA: General Studies was approved by SUNY and is awaiting NYSED's approval
3. MAT Art Education, which is in the final stage of revisions, will be submitted by the Graduate Council
4. BS Computer Engineering/MS Electrical Engineering is awaiting NYSED's approval
5. BS Electrical Engineering/MS Electrical Engineering is awaiting NYSED's approval

#### New Programs in Development

1. MAT Visual Arts Education

2. MS Assessment and Quality Improvement
3. MA Professional Communication

#### Programs to Be Revised

1. CAS School Business Leadership
2. Music foundation
3. Physics (expect Astronomy to follow)
4. Asian Studies (major and minor)
5. Latin American and Caribbean Studies (add B-6 concentration)
6. Spanish (LA major and minor, B-6 concentration)
7. Early Childhood and Childhood (B-6)
8. History (LA, B-6 and 7-12)
9. Women's, Gender, and Sexuality Studies (major and minor)

#### Other Programmatic and Curricula Matters

1. MAT in Music Education has been shelved with plans to reconceive it to be resource neutral.
2. The SoB is developing a 2+2 AS/BS online articulation with SUNY Ulster.
3. The SoB is developing a 2+2 AS/BS online articulation in International Business with SUNY Broome.
4. The SoB is updating the technology/analytics curriculum in accounting.
5. The Center for International Programs (CIP) is working with established international partners to create and market new programs.
6. The Hudson Valley Venture Hub is being expanded to include the Hudson Valley Mentor program.
7. In laying the foundation for a request for a full-time faculty member in Bilingual Education/English Second Language, the SoE is a) formalizing a National Latinx Education Research and Policy Project site partnership with the Ossining Unified School District and b) initiating conversations with the Research Foundation, Margarita Machado-Casas, and Jobi Lawrence to begin work on a USDOE National Professional Development Grant to garner resources to cover tuition and fees for an ESL and Educational Administration BIPOC Grow Your Own teachers program at the pre-service and in-service levels.
8. The SoE and Chongqing University of Education (CQUE) agreement was confirmed and translated. New Paltz faculty taught in the CQUE program remotely in AY 2020-21.
9. The SoE solidified a partnership with the Ossining and Poughkeepsie school districts to place student teachers and field experience students.
10. The SoE assisted School Counseling with placements in schools via its partnerships with BOCES superintendents.
11. F&PA produced an online arts journals for the BFA and BS Visual Arts students.
12. The Department of Music launched a new music concert series, *Listening Forward*, and Theatre Arts staged a reading series, both of which were live-streamed.
13. Dorsky Museum Director Anna Conlan assumed her new role February 1, 2021.
14. The Dorsky has begun working on the 20th anniversary celebration of the museum while looking to re-brand and review the mission and vision.

15. The Graduate Curriculum Development Committee (GCDC) structure was refined to provide enhanced support for departments engaging in program development.
16. Valerie McAllister's expertise and System liaison role was leveraged to standardize and enhance curriculum functions across undergraduate and graduate programming.
17. The STL will identify benchmarks or other specific measures of library success that allow for comparison with peer institutions.

## **Program Reviews and Assessment**

### Goals

- Conduct program reviews, including Middle States self-study
- Pursue CACREP Accreditation
- Assess the GE program

### Progress

1. Carried out the Middle States Evaluation Team Virtual Visit March 24-26, 2021.
2. On August 7, 2021 Middle States notified President Christian that New Paltz's accreditation was reaffirmed (view public Statement of Accreditation Status [here](#)). We met all standards for accreditation and the Middle States Evaluation Team praised us for the quality of our self-study. Our next Mid-Point Peer Review will be in 2025 and our next Self-Study Evaluation in 2028-2029. Beginning in 2022 and in conjunction with each Annual Institutional Update prior to the Mid-Point Peer Review in 2025, we will provide further evidence of (1) organized and systematic assessments that evaluate the extent of student achievement in all programs (Standard V) and (2) sufficient support to sustain the assessment of student achievement and to communicate results of assessment to stakeholders (Standard V).
3. Anthropology, English, and Philosophy completed their 5-7-year program self-studies in AY 2020-21.
4. The Council for Accreditation of Counseling and Related Educational Programs (CACREP) virtual visit took place in December 2021. The CACREP Board approved a two-year provisional accreditation for New Paltz's Clinical Mental Health Counseling and School Counseling, which went into effect in March 2021.
5. Assessed World Civilizations, American History (United States Studies), and Basic Communication-Oral in spring 2021.

## **Recruitment and Enrollment Management**

### Goals

- Increase graduate and undergraduate enrollments through focused attention to marketing, including the use of Slate features, and communication
- Improve Advising
- Review and revise policies and procedures

## Progress

1. CIP has been conducting outreach to international students who deferred enrollment to a future semester.
2. The recruitment strategies for the Honors Program are being refined (e.g., used social media and technology for outreach to prospective students; emphasized outreach to students from underrepresented groups; surveying students about the recruitment process).
3. The SoB explored joining SUNY Online Plus for the MBA-Public Accountancy but was denied.
4. Intensive recruitment for the Computer Science, MBA, and Trauma and Disaster Mental Health (TDMH) programs has raised interest in these programs, especially the TDMH program, and enhanced enrollments.
5. G&EL implemented focused campaigns on Brand Awareness, Stay at New Paltz, 4+1 programs, Event Promotion, and Apply Now Reminders.
6. Promotion for upcoming new programs is being planned.
7. Launched [Slate Training 101 Video](#). Began hosting Slate Training Sessions for administrators, faculty, and staff.
8. Hosted first Virtual Open House in Slate in November 2020, which included enhanced tracking/communication.
9. We reimaged and offered the Graduate Open House as an online Open House Week and saw dramatic increase in participation.
10. We offered *Apply Now* events in an online format.
11. Increased the number of information sessions offered across programs, including 4+1.
12. Increased support for graduate students and their supervisors with changes in hiring practices, onboarding activities, and guidelines for TAs, GAs and Fellows who were telecommuting.
  - Created a [Newly Hired TAGA webpage](#) with resources.
  - Developed [sample remote work plans](#) for TA/GA Supervisors.
  - Hosted first online Onboarding WebEx for newly hired TA/Gas.
  - Revised TA/GA Appointment Request Form and developed [Training PPTX](#) for departments to assist in completing the new form.
13. Development of narrated tutorials for accessing/using administrative software such as Slate, DegreeWorks, SharePoint, etc., is underway.
14. We explored the desirability of having Graduate Learning Outcomes applicable across all graduate programs as well as a repository of program-specific outcomes. The Graduate Council voted not to have Graduate Learning Outcomes other than program-specific outcomes.

## **Strategically Enhance and Grow Online and Hybrid Learning**

### Goals

- Pursue strategic growth in online and hybrid offerings that are rooted in institutional brand, mission, and ethos
- Improve and Grow Hybrid Third-Party Contract Programs

#### Progress

1. Science and Engineering organized the Clean Energy Workforce Training Grant (funded at \$300k) and are working with SUNY Polytechnic to create online modules in wind power with the goal of creating a microcredential in a year or two.
2. G&EL supported faculty and students during COVID-19 with contingency online orientation and training, online drop-in hours, and webinars.
3. CIP developed a new course, Success in Online Learning, and enrolled all international students, without charge.
4. An Academic Affairs (AA) initiated Peer Instructional Design Mentor Teachers program continues to offer remote peer-to-peer teaching support.
5. Academic Affairs (AA) developed plans for fall 2020 and spring 2021 faculty provisional certification, recertification, and OSCQR self-review.
6. CAS School Leadership faculty are developing the model curriculum for the in-house Grow Our Own adjunct training for EDU-designated hybrid programs.

### **University in the High School**

#### Goal

- Strengthen the University in the High School Program

#### Progress

1. G&EL is exploring standards and evaluating desirability of seeking National Alliance of Concurrent Enrollment Partnership (NACEP) accreditation. NACEP works to ensure that college courses offered by high school teachers are as rigorous as courses offered on the sponsoring college campus.
2. G&EL launched an improved webpage for the University in the High School program.

### **Essential Initiative II: Establish an Engaged Living and Learning Community**

#### **Diversity, Equity, and Inclusion Activities**

#### Goal

- Enhance the campus's diversity and inclusion efforts

#### Progress

1. Launched the new integration of school-based DEI working groups into the fabric of the Institutional DEI Council.

2. Continued professional development for the council members to serve as institutional resources.
3. Contracted with Restorative Justice practitioner and alumna Camille Jacobs. Ms. Jacobs provided four workshops for DEI council members to support their development in DEI work and effective group communication. She also offered additional workshops for new members of the DEI Council, who also serve as representatives in newly formed school-based DEI working groups.
4. AVP of HRDI served on a SUNY team that helped to study and draft recommendations for the Chancellor's 25-point DEI Strategic Plan. Specifically, the AVP was part of a team that offered recommendations about how to define the role of the Chief Diversity Officer (CDO) as well as the structural and organizational supports that will best further the work of the CDO across the SUNY system.
5. The Black Lives Matter at School program offered several activities that drew strong campus participation.
6. The University Police Department codified its commitment to be an anti-racist law-enforcement organization, and the recently established UPD Advisory Committee is working to sustain positive community relations and support the College's commitment to community-oriented policing.
7. Throughout fall 2020 and spring 2021, and at a 1/11/21 retreat, a group from the SoE met to discuss strategies for implementing anti-racist practices in the SoE. Information from these discussions will be used in the strategic planning work for the school.
8. Liberal Arts and Sciences (LA&S) continued the program *Without Limits* with a focus on race and the pandemic. In fall 2020, LA&S offered a panel on global challenges and in spring 2021 will offer another; other events include three talks, largely produced by Political Science and International Relations on issues related to the election and subsequent events.
9. Sojourner Truth Library (STL) conducted a summer voluntary library anti-racism reading.
10. A campus wide antiracism book reading program was launched in spring 2020 and was led by faculty from multiple disciplines.

## **Maintain a Functioning Campus During COVID**

### Goal

1. Maintain a safe working campus during COVID

### Progress

1. Prioritized the safety of the campus community during COVID-19 (e.g., focused on student compliance with safety protocols, including surveillance testing; holistic service to infected and affected students; keeping staff safe while allowing as much engagement as possible).
2. Broadened eligibility to seek support from the Student Crisis Fund.
3. Offered EOP 2020 entering class free laptops and instituted Loaner Laptop Program.
4. Created tele-health counseling services.
5. Launched Student Resilience Advocate/Mentor program.
6. Retained capability for students with housing insecurity to remain on campus.

7. Created and implemented EOP's "IT's Your TIME" program to mentor and support graduating students' job search and transition to post-graduation life.
8. Reduced Athletics Fee and Student Association provided partial refunds and fee reductions of the Mandatory Student Activities Fee.
9. Party patrols monitored on and off campus gatherings and distributed PPE before shifting to enforcement.
10. Student Affairs worked with IT to create a non-compliance report utilizing card swipe access against daily screening and weekly testing requirements and used that report to issue warnings and consequences.
11. Established the 257-MASK and COVID hotlines with automated directory and script to respond to COVID violations, concerns, and questions.
12. Directed (i.e., VP for Student Affairs) the campus-wide Testing and Tracing committee that coordinated Pool and third-party lab testing, contact tracing, quarantine and isolation, and vaccination clinics.
13. Facilitated the "Influencing Student Behavior" committee to increase compliance to COVID policies and other safe behaviors.
14. Made PPE, including plexiglass-like structures, available to offices; moved to remote work where possible; established departmental-specific safety policies where needed (UPD; SUB; Residence Life; and Athletics, Wellness, and Recreation).
15. Implemented virtual/remote orientation and transition programming for the first time.
16. Implemented Mind, Body, Spirit days to promote wellness and self-care.
17. Career Resources offered:
  - Sixteen Instagram live sessions with SUNY New Paltz alumni/a.
  - Collaborated with SUNY New Paltz alumni Patrick Sullivan to launch his new networking platform, Bonsia, to SUNY New Paltz students and alumni.
  - Offered Fall and Spring Virtual Career Fairs.
  - Hosted the Fall 2020 Virtual Graduate and Professional School Fair.
  - Facilitated two virtual job search groups.
  - Coordinated seven virtual employer information sessions and eight virtual workshops.
  - Transitioned to new platform, Handshake (still in progress).
  - Coordinated an alumni panel as part of the virtual alumni weekend.
  - Worked with a student assistant to conduct an HREB approved study examining students' goals and priorities.
  - Collaborated with the chair of the CompSci department and student leaders to host a Google Day event.
  - Initiated the development of campus-wide services for former foster care students.
  - Collaborated with VP Marks and Professor Nancy Kassop to offer an alumni law school panel.
  - Conducted 357 student/alumni career advising/coaching sessions.
  - Co-coordinated, with Matt Guifre, a week-long, career workshop series for student athletes (over winter break).
18. Created the ALLI program to support EOP students who underperformed in the first semester of college during the pandemic.
19. Added a staff member to Student Conduct to address increased workload in response to ongoing COVID compliance.

20. Hired a Contact Tracing coordinator with a dedicated team, moving away from reassigning staff for this purpose.
21. Hiring an Intercultural Coordinator to support BIPOC students and provide DEI education to all students.
22. Formed a UPD Advisory Committee. UPD issued an anti-racist commitment statement, participated in Town Halls to discuss police violence against BIPOC individuals nationally and address local concerns, updated website with a DEI lens, and included information on training hours specific to DEI issues.
23. Career Resources instituted the following DEI activities:
  - Coordinated an information session and informal partnership with Catapult Leaders. Catapult is a company that connects students of color with fortune 500 companies.
  - Met with the HR staff from Paychex to discuss DEI recruiting practices.
  - Collaborated with the BSU, BLM@School, and Black Studies department to provide a generational wealth workshop with DIFFvelopment.
  - Worked with a student leader to coordinate guest speaker, Tim McQueen; Topic: Building Wealth in the Black Community.
  - Developed a partnership with Our Ability—a job search resource for students with disabilities.
  - Served as the Point of Contact for the Workforce Recruitment Program—a federal program that provides internships and jobs for students and recent alumni/a that have a schedule A disability.
  - Co-initiated the development of a neurodiversity hub for employers in the Hudson Valley.
24. HRDI staff became contact tracers for employee COVID-19 cases and served as liaisons with DoH across four different counties.
25. HRDI Training and Development shifted to creating original content to support remote work and supervision, return to campus presence, and changes in telecommuting.
26. HRDI launched a campus-based flexible work framework (for UUP and MC employees) to support the changing face of our workforce, to foster retention of talent, and more effective work/life balance.
27. AVP for HRDI served on a SUNY-wide committee to help create the first telecommuting program.

### **ESSENTIAL INITIATIVE III: Strengthen Philanthropic Relationships and Success**

#### **Increase philanthropic support for the college**

##### Goal

1. Strengthen philanthropic relationships and success

##### Progress

1. Be a campus leader and model anti-racism in the work and communications of the Development and Alumni Relations department, with alumni, donors, prospects, and friends of the College.
  - VP served as campus leader with Cabinet in anti-racism efforts.
  - Engaged an alumni diversity and inclusion committee.
  - Engaged BIPOC leaders as speakers and panelists.
  - Supported networking access for underrepresented students.
  - Staff participated as a staff mentor in the Scholars' Mentorship program.
2. Completed final year of Campaign: Soaring Higher—The Campaign for SUNY New Paltz.
  - Successfully achieved \$23 million Soaring Higher Campaign Goal six months early; reached \$24.7 million at the close of the campaign.
  - Collaborated with leadership donors and Campaign Cabinet members to achieve individualized and impactful philanthropy for both existing and new programs.
3. Raised \$2 million or more in FY21.
  - Met FY21 fundraising goal of \$2 million six months early.
  - Ended FY21 having raised approximately \$2.9 million.
4. Focused time and attention on top tier prospects likely to provide significant philanthropic support.
  - Worked individually and collectively with Foundation Board and Campaign Cabinet to create deepen relationships and create impactful engagements.
    - Closed on top tier donors and advanced relationships with others that will yield future philanthropy: direct, planned, and blended gifts.
5. Developed celebrations/commemorative activities for areas with significant anniversaries.
  - Worked with both interim and newly appointed Dorsky Directors and Advisory Board on planning and fundraising for the Museum's 20th anniversary to be celebrated October 9 on campus.
  - Worked with the Theatre Department to engage alumni such as John Turturro as well as supporters such as the Hitz Foundation in virtual events. Large anniversary events postponed due to pandemic.
6. With OCM and campus departments, continued to rebrand all fundraising collateral and webpages to reflect Campaign messaging and imagery.
  - Significant Campaign rebranding has been achieved both online and in print, in collaboration with OCM.
7. Increased the number of alumni who donate, as well as alumni giving rate, particularly to the Fund for New Paltz, engaging alumni in achieving Campaign dollar goals.
8. Deepened relationships with current donors and major gift prospects.
  - Held successful virtual Women's Leadership Summit and connected with additional alumnae participants thus ensuring representation of breadth of professions.
  - Cultivated relationships with leadership donors to facilitate donor-directed gifts.
  - Personalized outreach to alumni to deepen connections to current and future supporters by involving them in campus life.
  - Integrated Tower Society/legacy planning conversations into prospect discussions.
9. Identified better ways to engage donors to include New Paltz in their estate plans.

- Implemented FreeWill.com with first e-blast to 40,000 generating solid engagement (20.8% open rate) and lead generation. Ten new Tower Society members were added with this new resource.
10. Deepened the Foundation Board director experience and commitment to campus life and affirmed director's Board participation.
    - Onboarded new Board directors Michele Di Palo-Williams '77 and Dennis McShane '77. Hosted several Board directors in President's Roundtables. Engaged Directors and students (for example, the Development Committee hosted the Senior Gift Committee to learn more about one another's work).
    - Arranged presentation by Robert S. Insolia '79, Chairman of Goodwin to the Development Committee.
  11. Commenced with database conversion to Blackbaud RE/NXT with target to go live by end of FY21.
    - Conversion from Banner to Blackbaud RE/NXT well under way for an October deadline, a monumental and significant endeavor.
    - Staff trained and engaged on various levels in understanding and utilizing upcoming new database system.
  12. Continued to explore and secure foundation funding for signature initiatives such as: The Legislative Gazette; Kressner Autism Spectrum Disorder Initiative; Mental Health and Wellness, Diversity & Inclusion initiatives; Sojourner Truth sculpture; and scholarships, among others.
    - Utilized Choice Words to research and write grants for above priorities.
    - Scripps Howard and NB Ottaway Foundation funding secured for the LG; major individual funding continued for all other initiatives.
    - Sojourner Truth sculpture funding nearly all secured.
    - Ellsworth Kelly Foundation grant secured for the Dorsky Museum.
  13. Continued to provide timely and accurate stewardship reports to scholarship and program donors as an integral part of an already-strong partnership.
    - Increased number of scholarship recipients who received need vs. merit-based aid facilitated by broadened interpretation of General Scholarship funds.
    - Awarded over \$1 million in scholarships, a record.
    - Created and disbursed donor reports including Endowment Book, Impact Reports, and tax letters.
  14. Create engagement and onboarding programs for new Provost, School of Education Dean, VP for Enrollment Management, and Dorsky Museum Director to ensure their integration into Development & Alumni Relations plans.
    - Worked with School of Education dean to host panel with three area superintendents and alumna Ilyasah Shabazz attended by several hundred alumni and community members.
    - Worked on Dr. Betty Shabazz endowment proposal with interim provost, dean, and faculty members.
    - Collaborated closely with Dorsky Museum director on fundraising projects and plans for the 20<sup>th</sup> anniversary.

- Began to craft departmental fundraising plans with new VP for Enrollment Management to support SMP and Student Success, and with VP for Student Affairs for EOP.

## **ESSENTIAL INITIATIVE IV: Engage Alumni in the Life of the College**

### **Increase alumni involvement in the College**

#### Goal

1. Raise alumni engagement in the College

#### Progress

1. Provided leadership and modeled anti-racism in the work and communications of the Development and Alumni Relations department with alumni, donors, prospects, and friends of the College.
  - Served as campus leader with Cabinet in anti-racism efforts. For example:
    - Engaging an alumni diversity and inclusion committee.
    - Work with the Foundation Board and staff to diversify Board through greater engagement of alumni of color.
    - Providing vision for and input into anti-racism website.
    - Engaging BIPOC leaders:
      - Hudson Valley Future Summit panel 2020.
      - Education panel 2021.
      - Distinguished Speaker Series speaker Zaheer Ali 2021.
      - Lead the creation of Dr. Betty Shabazz Endowment for BIPOC School Leaders.
2. Maintained the Alumni Council and solidified commitment and motivations of members by introducing new responsibilities.
  - Hired new Alumni Director Chris Brown who is assessing duties and scope of Alumni Council.
  - Retained all current members and elected new officers. Added two new Council members (Shana Circe, Rich Winters) with additional members to be reviewed and added in the coming year.
  - Began to assess ad hoc committees to determine viability for inclusion in the by-laws, including adding a committee to focus on anti-racism and diversity, equity, and inclusion in Alumni Council program and appointments.
3. Created a virtual Reunion program to keep alumni engaged.
  - Successfully pivoted to all virtual Reunion.
4. Launch the Orange and Blue Network, an online alumni engagement platform and career and mentorship tool.
  - Successfully launched the Orange and Blue Network (career and mentorship) with nearly 1,000 registered users.

5. Further develop relationships with campus departments to educate and activate them as partners in alumni relationship-building.
  - Connected and built relationships with EOP, POC-N, BLM@S, Black Studies, CRC, admissions, and departments across campus to further collaborate and address BIPOC alumni and student needs/outreach.
6. Engaged retired faculty and staff more often and in new ways to increase their participation in the life of the College and solidify their commitment to the health and vitality of the College.
  - Provided daily updates to retired faculty and invited them to participate in virtual events.
7. Launched the Alumni Interview Series.
8. Continued to collaborate with the Office of Communication and Marketing to produce Connect, the monthly e-newsletter, the bi-annual Alumni Magazine, and Alumni website – our primary vehicles for connecting and communicating with alumni and the campus community.
  - Published two Alumni Magazines and 10 issues of Connect.
  - Upgraded Connect template to increase engagement and flexibility to a diverse array of stories and calls to action.
9. Re-evaluated the alumni Generations program in the current virtual programming environment to recognize alumni who have connections to current students.

## **ESSENTIAL INITIATIVE V: Market New Paltz Internally and Externally**

### **Marketing and communication support**

#### Goals

- Provide COVID-19 support and communication
- Support campus-wide priorities and initiatives

#### Progress

1. OCM provided COVID-19 support and communication via ongoing messaging and campaigns around safe health protocols, spring guidance for safe return to campus, testing, tracing, compliance, shifting guidance, innovative best practices as well as communication with external stakeholders (village, town, county and state officials, media, and community members and influencers to demonstrate continued competent and excellent campus management of the pandemic).
2. OCM supported the Commencement Office in creating, executing, and sharing a meaningful commencement experience (socially distant in-person event and virtual celebration) for the 2020 and 2021 graduating classes.
3. OCM implemented a new more holistic and integrated communication effort with parents, guardians, and family members in collaboration with Student Affairs, Admissions, and Development/Alumni Relations. This launched Friday, January 9.

4. OCM supported initiatives and communication around the campus's spring priorities:
  - Anti-racist efforts
  - Budget reduction planning and implementation (both are continuing and longer-term priorities than spring only).
  - Middle States Virtual Site Visit in March 2021.
5. OCM partnered with Enrollment Management on a Communication Audit of that division's outreach (in all its forms).
6. OCM also partnered with Development and Alumni Relations to support communication needs of the Soaring Higher: Campaign for SUNY New Paltz, New Paltz's first-ever fundraising campaign.

## **ESSENTIAL INITIATIVE VI: Improve Internal Processes and Address Institutional Capacity**

### **Improve institutional processes, policies, and capacity**

#### Goal

- Begin using Team Dynamix project management software throughout OCM in fall 2019 (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)

#### Progress

1. OCM on-boarded all 19 full-time staffers within the department into TeamDynamix in 2019. The system has been used successfully for all work intakes including print, design, editorial and web work requests, work request tracking, communication with clients and correlation within projects and work requests.

#### Goal

- Identify and implement a college-wide software solution with capacity to schedule classrooms, courses, and events

#### Progress

1. We selected Coursedog as the solution to provide class and event space scheduling for the campus. Coursedog is now being used for event and course scheduling.

#### Goal

- Develop education and communication plans with respect to campus all-funds budget

#### Progress

1. During 2019-2020 and 2021-22 the Budget Advisory Committee received education and provided feedback on the campus all-funds budget. Due to the COVID 19 pandemic,

campus-wide forums were held virtually in 2020-2021 to discuss the state of the campus all-funds budget.

#### Goal

- Improve profitability of internal/external conferences

#### Progress

1. The COVID 19 pandemic prevented the campus from hosting conferences.

#### Goal

- Develop and communicate a formal biohazard approval and procurement procedure for infectious agents

#### Progress

1. The departments of Purchasing and Environmental Health and Safety updated policies and training materials for the use of the state procurement card to include biological infections agents.
2. The campus will continue to work with campus affiliates (Research Foundation, for example, is not bound by state procurement rules) to update their policies.

#### Goal

- Reduce nuisance fire alarms to lessen impact on emergency and first responders

#### Progress

1. The COVID 19 pandemic resulted in much-reduced density on campus and fewer nuisance alarms. This issue will be revisited when the campus returns to full capacity.

#### Goal

- Define building supervisors and emergency response coordinators' roles and provide training

#### Progress

1. The COVID 19 pandemic resulted in fewer faculty and staff on campus, precluding thorough training of building supervisors.

#### Goal

- Implement a more cost-effective e-payment solution

#### Progress

1. We successfully completed our transition to Cashnet as the campus' new e-payment software solution. This will result in significant savings to the College over the next few years. With some custom development we were able to increase the savings by building a replacement for one of Cashnet's modules. During the implementation we reviewed many

processes in Students Account and Finance, which led to additional streamlining and efficiency

#### Goal

- Complete conversion of electronic card access system

#### Progress

1. In 2014, phase one of a two phase DASNY project began to replace the failing, standalone, Solitaire door locks, and the unsupported Millennium software used for approximately 2,200 residence hall doors. By the end of this overhaul project all the resident hall doors were migrated to the new access control software, S2 Securities, and the door hardware was replaced with Assa Abloy locksets. However, there was still over 267 doors in academic and administrative buildings still operating on the legacy and unsupported Millennium card access system. Over the past few years, we completed all the work necessary to migrate those 267 doors and eliminate the Millennium system. This work included the installation of new structured cabling, electric door strikes, door position switches, request to exit devices, door controllers and card readers. All of which required programming in the S2 system. As a result, we were able to eliminate the legacy system and now all electrified doors are on a single platform. Throughout this process, we have converted or installed more than 3, 000 card readers on campus doors to improve safety and efficiency.

#### Goal

- 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%

#### Progress

1. At year-end only slight increases were achieved:
  - the total opt-out rate was 49.8%.
  - Full-time employee rate was 53.1%.
  - Part-time (including adjuncts) was 36.1%.

In addition to paper stub opt-out, our campus has been working toward full participation in electronic paycheck distribution. While participation in this program is not mandated for faculty and professional staff, it is required for all new civil service staff. During the COVID-19 pandemic, the campus was forced to begin mailing paper checks to employees who still received a hard-copy check. This gave some the impetus to enroll in the electronic paycheck program.

### **ESSENTIAL INITIATIVE VI: Improve Internal Processes and Institutional Capacity**

## **Enhance internal processes and develop institutional capacity**

### Goal

- Develop internal processes and expand institutional capacity

### Progress

1. Continued to train and cross-train administrative staff in job functions (non-specialized) as well as accounting tasks and processes.
2. Automated some processes and increased efficiencies in non-automated processes.
3. Training campus in development and alumni relations to better understand Foundation staff activities.
4. Collaborated with departments to continue to refine donor reports.
5. Met with numerous department heads to engage them further with philanthropy.
6. Participated in successful Athletics Golf event and helped raise a record amount of money for Athletics, using various fundraising strategies to create competition within teams.

## **ESSENTIAL INITIATIVE VII: Strengthen Regional and Community Engagement**

### **Bolster regional and community engagement**

### Goal

- Build regional and community engagement

### Progress

1. Conducted Convocation and Commencement 2021 (and 2020) in new and innovative ways (considering the pandemic), some of which will continue, including parades, smaller groups, and more intimate but multiple gatherings
2. Engaged the community, increased visibility, and maintained revenue streams through a range of signature and special events.
  - Hudson Valley Future Summit: Innovating in the Time of COVID-19, featuring four local and diverse leaders.
  - Held two well-attended virtual Distinguished Speaker Series: Rodney Priestly, First Vice Dean for Innovation, Professor of Department of Chemical and Biological Engineering and Associate Director and Zaheer Ali, Oral Historian and Educator.
  - Held Art Uncorked fundraiser, utilizing new Greater Giving platform.

# Strategic Plan Goals for 2021-22 (and Fall 2022)

## Essential Initiative 1: Nurture Innovation and the Learning Environment

### Student Recruitment and Retention

#### 1. Create a mid-range Strategic Enrollment Management Plan

The SEM Plan will:

- Identify strategic goals for the period covered by the SEM Plan, Fall 2021-Summer 2023.
- Identify the most pressing challenges and most significant opportunities; the internal and external threats that have the greatest potential to impede progress; and describe the enrollment management context at a macro level.
- Describe each Enrollment Management department's particular context and contribution to advancing our collective goals.
- Provide an analysis of our existing data resources and examine new ways in which we can operationalize these data for strategic gains in recruitment and retention; identify gaps in our data resources and create a roadmap for increasing the sophistication and coordination of our qualitative and quantitative data, particularly as they relate to student behavior.
- Create a roadmap for maximizing existing technology (Slate CRM, Starfish, CircleIn, etc.) and identify critical technological needs and how they relate to the attainment of our strategic goals.
- Lay the groundwork for diversifying the College's streams of enrollment and revenue, identifying emerging or underdeveloped markets, engaging campus partners in the development of tactical plans, and creating achievable mid-range goals. Areas of exploration include, but are not limited to:
  - Online degree completion programming.
  - Expanding summer/winter enrollment among visiting and traditional students.
  - Summer programming for high school and international students.
  - Developing clearer undergraduate-to-graduate pathways.
  - Expanding community college partnerships and military partnerships.
  - Developing and executing a strategy to increase the enrollment of military-affiliated students.
- Identify the ways in which each department will work to advance the College's goal of achieving the designation of Hispanic-Serving Institution.

- Identify strategies and opportunities to promote cross-divisional collaboration, eliminate siloes, and establish a campus-wide feedback loop related to initiatives supported by the division.
- Identify for our colleagues in the faculty and administration in other divisions programs, experiences, opportunities, and academic offerings that have the greatest potential to attract students in our traditional and emerging markets.
- Include at each appropriate level a description or affirmation of how each goal or initiative advances the College's social justice values.

*This list describes the types of goals and strategies that might come out of the SEM planning process and is not meant to be interpreted as a final or comprehensive representation of its future contents.*

### **Communications Audit**

In a collaborative, transparent effort led by an action team representing each department within the Division of Enrollment Management and aided by our colleagues in the Office of Communication & Marketing, Enrollment Management will:

1. Create a set of guiding principles for communications produced by the Division.
  - These principles should be driven by a focus on communicating meaningfully with students and their influencers to promote student satisfaction, their engagement with the College, their compliance with mission-critical tasks or requests, and other considerations as determined by the action team.
  - These principles should also consider the modes of communication used to disseminate types of messages (phone, email, snail mail, web-based messages, etc.) and when/how these modalities are employed.
2. Analyze the student and student-influencing communications put out by each area, identify opportunities for improvement or stronger alignment with the principles.
3. Create a mechanism for evaluating the effectiveness of our communications and establish a feedback loop for students and other campus constituents to share constructive criticism.

### **New Program Implementation and Development**

1. Launch new programs
  - DDF (which will enroll its first cohort of students in fall 2022)
  - BA General Studies
    - I. Launch marketing and recruitment
    - II. Develop Advising Platform and train D. Hurley to help support advising platform
    - III. Create and convene Faculty Advisory Group

2. Develop proposals for new programs, concentrations, and articulations
  - MAT Art Education (F&PA)
  - MS Business Analytics (SoB)
  - MEd. Bilingual Education
  - MBA concentration in Business Analytics (SoB)
  - 2+2 AS/BS online articulation with SUNY Ulster (SoB)
  - 2+2 AS/BS online articulation in International Business with SUNY Broome (SoB)
  
3. Explore the development of new programs
  - Electrical Engineering 3+1+1
  - MS with Altinbas University in Turkey
  - Dual Diploma in Computer Science in China
  - Dual Diploma in Business in Ecuador
  - Certificate in International Relations in Ecuador
  - MS Accounting
  - Develop short study offerings with revenue generating possibilities
  
4. Continue work on New/Revised Programs
  - CAS School Business Leader program revision (or new program)
  - Assessment
  - Music Education
  - Professional Communication
  - Engineering
  
5. Update and enhance program capacity
  - MBA Accounting
  - TESOL program – enhance program quality and capacity
  - Revise Advanced Certificate in Trauma and Disaster Mental Health to include an experiential component and use IDMH and its connections to provide internship opportunities and better connect the Adv Cert and the Institute

### **Academic Planning and Learning Innovation**

1. Advance preparations for development of an academic master plan focused on reimagining academic program development and delivery and fostering curricular innovation at all program levels, for an increasingly diverse society facing ongoing and novel challenges of unprecedented magnitude. (Interim Provost)
2. Complete the SoE Strategic Plan.
3. Complete 2-, 5-, and 10-year plans for the Benjamin Center that are aligned with campus goals by Oct 1, 2021.
4. Continue to navigate COVID-19. (LA&S Dean)
  - Continue to work with partners to solve challenges in course delivery.

- Prepare faculty for a shift in modality should that become inevitable.
  - Continue to deliver extra-curricular activities/panels/lectures regardless of delivery modality.
  - Continue to support students regardless of delivery modality.
  - Respond to campus budget needs.
5. Continue with Clean Energy Workforce Training Grant (funded at \$300k).
    - Direct engineering students toward jobs in the renewable energy field.
    - S&E to create, with SUNY Polytechnic, online modules in wind power with the goal of creating a microcredential.
  6. Continue cybersecurity grant.
    - Enhance enrollments in Computer Science
    - Generate revenue
    - Support regional cybersecurity needs
    - Hire lecturer
  7. Identify and plan how the new Associate Provost division will serve Academic Planning at New Paltz.
    - Work with B. Lyman, L. Garrick Duhaney, D. Gould, V. McAllister, V. Shock and Academic Deans to identify Academic Planning needs at the undergraduate and graduate levels for which the new position might be able to provide structure and/or support.
    - Prioritize identified needs and create a plan of action.
  8. Re-envision academic program (internal) development, design, and delivery.
    - Document the full range of organizational structures and academic procedures, policies, and timelines associated with program development, design, and delivery.
    - Recommend a restructured path for program development, review, and approval that is responsive to agile decision-making accommodating much needed flexibility and adaptability in a fluid higher education landscape.
    - Consult broadly with the campus community, including curricular review bodies and administrators.
    - Develop key indicator metrics for monitoring program vitality.
    - Work with SPAC, V. McAllister, and V. Shock to articulate processes and identify barriers and possible improved approaches to program development. (new associate provost)
    - Conduct focus groups with Deans, Associate Deans, Curriculum Committee, and faculty who have recently led program proposals to gain insights into what works well, what is not working well, where additional support is needed, what sort of support is needed, and gather suggestions for improvement of the program development process. (new associate provost)
    - Work with D. Gould and Deans to develop a functional ROI approach to new programming. (new associate provost)
    - Continue to work with S. Scifonaldi on the use of his tool. (new associate provost)

9. Work with SoE on High School to Community College to undergraduate to graduate pathways for BIPOC students and as part of Hispanic Serving Institutions efforts. (new associate provost)
  - Recruit and retain BIPOC students to education programs.
    - I. Conduct listening sessions with BIPOC students.
    - II. Work with SoE colleagues to implement anti-racist policies and procedures.
  - Continue to work with the SoE and Enrollment Management on University in the High School issues re: Ossining High School/New Paltz partnership and need to bring Westchester Community College into the concurrent enrollment piece (or as a full partner).
  - Plan response to other High School requests for similar Hispanic Serving Institution/BIPOC aimed partnerships involving concurrent enrollment.
  - Explore SUNY suggestion of meeting gap by providing access to undergraduate/graduate programming in Westchester region.
  - Work with SoE and Academic Program Specialist to align course numbering.

### **Faculty Retention**

1. Retain pre-tenured faculty, with a particular focus on the 2020-2021 entering cohort and the over one-third who are faculty of color. (Interim Provost)

### **Recruitment, Marketing, and Enrollment Management**

1. Increase graduate and undergraduate program enrollments through focused attention to recruitment and marketing.
  - Increase and innovate recruitment by virtual means.
  - Work with enrollment management to gauge marketing and recruitment success through higher application and yield rates (F&PA).
  - Utilize Slate for communication with prospective students.
  - Partner with universities abroad for dual diploma, certificate, and short-term programs.
  - Establish recruitment partnerships in India, China, and Ecuador.
  - Launch new Chongqing University of Education (CQUE) Agreement assuring flexibility for New Paltz faculty teaching in the program remotely and in China.
  - Maintain and expand partnership programs with school districts (and CQUE) to address new clinical requirements, facilitate induction, and promote job placement.
  - Move commission payments off the CIP IFR to State Funding.
  - Update SoB website to be more appealing to prospective undergraduate students.
  - Increase MBA enrollments by offering additional graduate assistantships.
  - Strengthen outreach in key population centers such as Westchester and Rockland. (SoB)
  - Continue to seek partners for 4+1 and recruitment outreach. (SoB)
  - Follow through on Program Capacity Study.
    - I. Meet with Graduate Programs to discuss Capacity Survey results.

- II. Work with programs and deans to develop strategic approaches to address capacity issues where possible.
2. Bolster enrollments and retention. (LA&S Dean - ongoing)
    - Increase attention to retention at the department level.
    - Work with the French Program to increase majors and enrollments in upper-level courses.
    - Work with Black Studies to streamline their curriculum to avoid obstacles, especially for SoE students.
    - Consider opportunities for new programs, especially a master's in Communication.
    - Pursue expansion of Counseling programs through increased enrollments and tele-health clinic.
    - Monitor Autism, Environmental Studies, BGS, and Airforce programs for increased enrollments.
  3. Branding and Marketing
    - Rebrand Graduate and Extended Learning as Graduate, Professional & Interdisciplinary Studies.
    - Identify Targeted Marketing Revisions/Emphasis. Possible programs include:
      - a. Trauma & Disaster Mental Health.
      - b. Digital Design & Fabrication.
      - c. Autism.
      - d. Micro-credentials:
        - i. Music Business.
        - ii. Health Care Administration.

### **Program Review and Campus-wide Assessment**

1. Ensure all academic programs develop coherent student/program learning outcomes and that they are published on departments' websites. (associate provost)
  - Work with the deans, associate deans, and chairs to ensure there are appropriate learning/program learning outcomes for each major.
  - Provide resources to departments to publish student/program learning outcomes on their websites.
2. Provide further evidence of organized and systematic assessments that evaluate the extent of student achievement in all programs and institutional effectiveness. (associate provost)
  - Align institutional and program-level goals (for each program) with each other and with the institution's mission.
  - Develop and implement organized and systematic assessments (for each program) that evaluate the extent of student achievement.
  - Assess the effectiveness of the assessment processes utilized for the improvement of educational effectiveness.

- Publish examples of how departments use findings from assessment to improve student learning and academic and administrative division program outcomes.
3. Support campus wide assessment of General Education. (associate provost)
    - GE Board and GE Forum -- review, discuss, and plan follow-up actions based on findings from spring 2021 assessment of Other World Civilizations (WRLD), American History (USST), and Basic Communication-Oral (BC-O).
    - Assess Foreign Language, The Arts, Basic Communication-Written, Mathematics, and Critical Thinking within majors.
    - Assist academic departments with plans and activities to implement new SUNY General Education Framework.
  4. Oversee 5-7-year academic program and disciplinary accreditation reviews. (associate provost)
    - Offer workshop and resources to help chairs and their departments complete 5–7-year program reviews successfully.
    - Assist external program reviewers to complete program reviews successfully and to facilitate timely processing of honorarium.
  5. Oversee program-specific accreditation.
    - SoE - Association for the Advancement of Quality in Education Preparation (AAQEP) - site visit 2022
    - MS Speech-Language Pathology – Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA) of the American Speech-Language-Hearing Association (ASHA) - fall visit planned 10/18/21)
    - Theatre Arts – National Association of Schools of Theatre – next review 2024-2025
    - Art – National Association of Schools of Art and Design – next review 2023-2024
    - Music – National Association of Schools of Art and Design – next review 2024-2025??
    - MS Music Therapy – American Music Therapy Association
    - SoB – Association to Advance Collegiate Schools of Business – team visit fall 2022; decision spring 2023
    - MS Clinical Mental Health Counseling and MS School Counseling – Council for the Accreditation of Council and Related Educational Programs – expires 3/31/23
    - Chemistry – American Chemical Society
    - BS Computer Engineering, BS Electrical and Electronics Engineering, and BS Mechanical Engineering – Engineering Accreditation Commission of ABET – next review 2023-2024
    - Center for Student Success – College Reading and Learning Association – Stage 3 application due 8/31/21)

### **Graduate Student Support and Advocacy**

1. Advocate for and support graduate students

- Continue work with SoE to address systemic barriers for underrepresented students by advocating for an end to GRE requirements for graduate education programs
- Work with departments and Foundation to increase support for graduate student scholarships
- Work with SoE to explore support for education graduate students, especially for student teaching support
- Work on TA/GA definitions (Graduate Assistantships vs Fellowship), structures, and supports

### **Undergraduate and Graduate Student Support and Retention**

1. Support undergraduate students (Student Affairs)
  - Reconnect: Listening, Affirming, Encouraging
  - Recover: Emotional (trauma, growth, unmotivated); Physical, Fiscal, Academic (gaps in education); Respond to individual student needs
  - Reroute: Anti-racist commitment, Holistic wellness, Student success: Belonging, value of the degree, self-efficacy
2. Support graduate advising
  - Launch online Graduate Faculty Handbook
  - Continue to develop and improve Graduate Program Coordinator and Advisor Training
3. Rebuild cohort connections that were interrupted during the pandemic (Honors Program)
  - Revise the peer mentoring program to respond to students returning to campus in fall 2021, especially first year and transfer students who began their college careers during the pandemic
  - Identify and implement strategies for bringing students together
  - Provide opportunities for students and faculty to come together to discuss issues with returning to campus

### **Graduate Council**

1. Graduate Council
  - Update Graduate Council bylaws to reflect reorganization
  - Continue work on Professional Disposition policies and procedures
  - Improve closing the loop on curricular approvals

### **Interdisciplinary Studies**

1. Strengthening interdisciplinary capacity
  - Create and convene IDS Council
    - a. Develop relevant policies, procedures, guidelines
    - b. Develop process for IDS Curricular Review
  - Work with Provost's Office staff to address issues with INT designation and catalog/course schedule

2. Create structure and support for Interdisciplinary Studies Faculty/Affiliate Faculty
  - Explore and create appropriate definitions
  - Address Tenure/Promotion/Merit issues
  - Collaborate with Interdisciplinary Studies

### **Continuing and Online Education**

1. Rebrand continuing and online education and develop strategic plan.
  - Work with OCM on rebranding
  - Provide greater support for “Professional Development” understood more broadly to include:
    - Students, Faculty, Staff, Alums, Professionals, Workforce
    - Online/hybrid onboarding, training, and micro-credentials
    - Credit/non-credit/CEUs
  - Offer conferences, workshops, webinars on-demand
2. Obtain Open SUNY+/SUNY Online Programs of Distinction.
  - Complete Scalability Plan (for consideration for SUNY Online Plus (formerly Open SUNY+))
3. Strategically Grow Online Programming.
  - Continue to strategically expand programs with distance learning formats. Possible programs include:
    - a. Special Education
    - b. Computer Science
    - c. Music Therapy
4. Support Online/Hybrid Faculty and Student Development.
  - Work with Office of Instructional Technology to identify best ways D. Hurley can support Online/Hybrid Development messaging, tracking, and payment
  - Continue work with OIT, FDC, and DASH to cross-fertilize work
  - Develop and launch MOU for online development
  - Support smooth LMS/DLE transition
  - Support revised faculty development modules
  - Continue to strengthen Peer Mentor Program
  - Introduce Information Literacy modules
  - Consider micro-credentialing for students who complete:
    - a. Online onboarding
    - b. Information Literacy modules
    - c. Library Research modules
5. Expand and Support continuing Education Units (CEUs).
  - Pilot BeaconLive with IDMH conference
  - Support campus-wide BeaconLive license
  - Support registration for Music Therapy Conference

- Expand CEU offerings
- Develop and publish CEU mission statement, policies, etc.

### **Compliance with Accreditation Requirements**

1. Monitor the campus's compliance with accreditation relevant requirements and regulations:
  - File 2021 Annual Institutional Update
  - Notify Middle States about newly approved online programs
  - Keep informed about new and updated Middle States policies and support campus compliance
  - Monitor and assist fulfillment of Middle States recommendations from our recent reaccreditation review

### **Mission Review and Accreditation Preparation in the Dorsky Museum**

1. Update Dorsky Museum's mission and implement branding initiatives leading to American Alliance of Museums (AAM) accreditation.
  - Update Dorsky Museum's mission and vision statements, logo, and website
  - Prepare for first time accreditation by the AAM accreditation

### **Advancing Internationalization Goals at New Paltz**

1. Foster International Education programming and experiences for students and faculty.
  - Continue to seek grants to support study abroad for business students
  - Continue to develop articulated exchange programs for study abroad for business students
  - Establish new Dual Diploma Programs with Yeditepe, Altinbas and UEES
  - Develop opportunities for faculty to participate in exchange programs
  - Develop additional short term study programs during summer and winter
  - Assess safety of current and future study abroad sites
  - Develop new hybrid and virtual opportunities
  - Plan for a few study abroad programs in the 2021 winter session and open most spring 2022 direct enrollment programs
  - Analyze study abroad participation disaggregated by race/ethnicity and develop an action plan to address any gaps
2. Launch strategic internationalization plan at New Paltz to create a campus-wide culture that integrates and supports the ethos of Global Learning for All: Educating for a Sustainable Future in a manner that is informed by and upholds the mission, vision, and priorities of SUNY New Paltz.
  - Collaborate with the SUNY Global Learning for All Task Force
  - Affirm mission, vision, and values of Global Learning for All

- Invite collaborating partners to conversation about Global Learning for All
  - Identify existing campus committees in which global learning can be integrated as part of their ongoing work
  - Recognize identity barriers to global learning
  - Learn about and address procedural and financial barriers to global education
3. Increase international student support and retention efforts.
    - Offer courses to help international students transition to US study successfully
    - Use computer systems to improve communication with international students
    - Provide a safe and welcoming campus environment for new and returning international students
  4. Engage in advocacy at the federal level in support of international educational exchange.
    - Promote an understanding of the value of international student diversity in the United States and on our campus
    - Collaborate with partners to advocate for comprehensive immigration reform
    - Support Gilman scholarship applicants through advising and essay writing assistance
  5. Expand entrepreneurship opportunities for New Paltz students.
    - Connect academic programs to HV Venture Hub and other external facing operations

### **Recurring Budget Challenges**

2. Address recurring budget challenges exacerbated by the financial impacts of the pandemic and a tuition freeze.
  - Reduce overall expenditure by 5% below those of 2019-20
  - Adjust budget while safeguarding as much as possible the jobs and benefits of current employees
  - Continue to impose stringent limits on spending that SUNY instituted last year
  - Increase revenue, both to address current fiscal challenges and create resources to invest in new initiatives
  - Host budget forum October 14, 2021 to outline the significant challenges faced and approach to addressing them

## **ESSENTIAL INITIATIVE II: Establish an Engaged Living and Learning Community**

### **Diversity, Equity, and Inclusion Goals and Initiatives**

1. Dedicate Contemplative Space in spring 2022. The Contemplative Space overlooks the renamed Peregrine Quad and will be a place for people to reflect and learn about the indigenous peoples, enslaved Africans, and European immigrants who shaped the New Paltz community.
2. Dedicate a statue of Sojourner Truth outside the Sojourner Truth Library.

3. Take next steps of integrating school-based groups and institutional D&I Council as we return to greater in-person connection and campus activities.
4. Conduct an audit of the five-year DEI Plan to understand where goals of the plan have been met and where challenges or gaps remain. This will inform the work of DEI work in 2021-22.
5. Roll out climate survey according to SUNY guidance (expected in spring 2022).
6. Support the continued conversation with Asian American Pacific Islander (AAPI) students regarding the inclusion of AAPI experience in campus culture and curriculum.
7. Continue to manage and expand campus participation in PRODiG. We were recognized by the Chancellor as a leader in this initiative (he announced the second cohort from our campus). In close collaboration with the Provost and Deans, working on faculty retention concerns in School of Education where there was the first-ever cluster hire, creating and managing a program for reinvestment of PRODiG funds for retention and development of faculty of color and women in STEM. We will be launching our second cluster hire through the English department.
8. Work with departments to support diversity, equity, and inclusion (DEI) work.
9. Increase faculty diversity.
10. Identify, act upon, and document ways the STL can make good on its anti-racism pledge.
11. Update the Benjamin Center website while highlighting and integrating campus racial equity goals and Sustainable Development Goals framework

## **ESSENTIAL INITIATIVE III: Strengthen Philanthropic Relationships and Success**

### **Philanthropic Engagement and Success**

1. Celebrate the legacy of President Donald P. Christian through giving to scholarships and other key initiatives:
  - Hold upscale fundraising or cultivation farewell event in April/May 2022 either on campus or at Mohonk Mountain House for \$1,000+ donors with a focus on scholarships
  - Conduct strategically planned farewell meetings, events, and other activities throughout the year
  - Use President's Round Tables, Distinguished Speaker Series dinners, and other high-level opportunities strategically, configuring for virtual world as needed.
  - Prepare for the introduction of the new President to the alumni, volunteer, and donor community worldwide through strategically planned meetings, events, and public forums.
2. Be a campus leader and model anti-racism in the work and communications of the Development and Alumni Relations department, with alumni, donors, prospects, and friends of the College.
  - Identify alumni and other leaders in the BIPOC community and cultivate them purposefully through panels, visits, and speaking engagements.

- Invite BIPOC individuals to join the SUNY New Paltz Foundation Board, Samuel Dorsky Museum of Art Advisory Board, and other leadership groups after engagement with campus.
  - Engage with staff and hiring committees to promote and foster bias-free hiring practices.
  - Engage and involve young, BIPOC alumni who demonstrate leadership potential now, to cultivate future alumni and Foundation leaders.
  - Increase staff awareness of and encourage participation in anti-racism educational panels and discussions to build and broaden understanding among all staff.
3. Complete and celebrate Soaring Higher—The Campaign for SUNY New Paltz—and commence planning for next campaign.
  4. Raise \$2.75 million or more in FY22.
  5. Deepen relationships with current donors and major gift prospects.
  6. Actively engage donors to include New Paltz in their estate plans.
  7. Support and help ensure the success of the Samuel Dorsky Museum of Art’s 20th Anniversary celebrations, and support other departments and areas (Theatre Department, Friends of Sojourner Truth Library, etc.) in milestone celebrations.
  8. Recognize, celebrate, and fundraise in support of the Sojourner Truth Library’s 50th anniversary of its naming.
  9. Work strategically with the Office of Communication and Marketing (OCM) on all communications, webpages, solicitation materials, and public relations efforts.
  10. Create a five-year plan for annually increasing the number of alumni who give.
  11. Demonstrate success in increased number and dollar value of alumni gifts in FY22 over FY21.
  12. Continue to explore and secure Foundation funding for signature initiatives such as: The Legislative Gazette (LG); Kressner Autism Spectrum Program; mental health and wellness; Educational Opportunity Program (EOP); Scholars’ Mentorship Program (SMP); Sojourner Truth sculpture; Betty Shabazz Education Endowment; Student Crisis Fund; Crossing the Finish Line Fund; and scholarships, among others.
  13. Continue to provide timely and accurate stewardship reports to scholarship and program donors as an integral part of an already-strong partnership.
  14. Engage the Campus and community to promote scholarships.
  15. Increase corporate and alumni donations. (SoB)
  16. Increase funding to stabilize Venture Hub operations. (SoB)
  17. Work with Development to identify major donor/s for Honors.
  18. Plan a celebration and a fund-raising initiative around the 25th anniversary of the Honors Program (2023).
  19. Raise funds to support experiential scholarships (internship, study abroad, or research experience for each Honors student); academic enrichment programs; and trips.
  20. Increase philanthropic giving to The Benjamin Center and create documentation and rules detailing The Benjamin Center’s financial commitments to New Paltz.

## **ESSENTIAL INITIATIVE IV: Engage Alumni in the Life of the College**

### **Alumni Engagement**

1. Engage alumni in activities to celebrate President Donald P. Christian's final year at New Paltz.
2. Introduce the incoming president to alumni, volunteers, and the donor community.
3. Launch two-year focused campaign titled "Providing Opportunity" aimed at raising scholarship funds.
4. Continue working with 1985 Biology alumna Ilyasah Shabazz, daughter of Malcolm X, to establish an endowment in the School of Education named after her mother Dr. Betty Shabazz to diversify K through 12 school leadership in the region.
5. Continue to invite and include alumni in communications about campus forums and strategies to be an anti-racist campus.
6. Develop a BIPOC alumni group.
7. Continue to highlight a diverse group of alumni in all communications including Magazine, Connect, and Alumni Interview Series.
8. Engage and involve young, BIPOC alumni who demonstrate leadership potential now, to cultivate future alumni and Foundation leaders.
9. Mentor new alumni director in role, building connections with staff, campus life, and alumni leaders.
10. Strengthen and diversify the Alumni Council and solidify commitment and motivations of all members.
11. Create hybrid Reunion program components to engage alumni, and incorporate the vision of the new Director of Alumni Relations.
10. Evaluate ways to support affinity groups, build a value proposition, and invest more time and resources in their success and connection with the College (e.g., Rugby alumni group, Delphic alumni group).
11. Further the growth and use of the Orange and Blue Network.
12. Further develop relationships with campus departments to educate and activate them as partners in alumni relationship-building.
13. Increase retired faculty and staff participation in the life of the College and solidify their commitment to the health and vitality of the College.
14. Continue to collaborate with the Office of Communication and Marketing to tell the New Paltz story and engage alumni through print and digital marketing.
15. Engage alumni in the admission cycle to increase student enrollment and student connection to the alumni community from the outset.

## **ESSENTIAL INITIATIVE V: Market New Paltz Internally and Externally**

### **Marketing and Communication**

1. Support admission/recruiting communications, including via review and transition of some print materials to digital and new social media practices to bolster undergraduate, graduate, and special session enrollments.
2. Support restructuring of print services in alignment with SUNY print initiative.
3. Support planning and communication related to:
  - Presidential transition, marking President Christian's final year, and the search for President Christian's successor (VP for Communication & Chief of Staff serving as Campus Liaison to the presidential search).
  - Anti-racist efforts.
  - Budget reduction planning and implementation.
4. Continue implementation of a new more holistic and integrated communication effort with parents, guardians, and family members in collaboration with Student Affairs, Admissions and Development/Alumni Relations.
5. Assess outcomes of Daily Digest implemented during COVID to determine continuing need/value of this communication tool for the campus.
6. Assess user feedback of NPForward texting service initiated during COVID for better outreach to students.

## **ESSENTIAL INITIATIVE VI: Improve Internal Processes and Address Institutional Capacity**

### **Faculty and Staff Support and Capacity Building**

1. Manage flexible work framework and, when appropriate, SUNY-wide telecommuting program.
2. Coordinate January Training and Development Days for year three.
3. Draft a model for chair training and development.
4. Continue the successful Manager's Toolkit Program (spring 2022).
5. Manage staffing shortages, reorganization of work, and succession planning for HRDI and other staff (current vacancies and future retirements).
6. Fill current and anticipated vacancies, and welcome new faculty and staff to the campus
7. Continue training and cross-training of staff.
8. Implement work-flow processes with Institute of Disaster Mental Health (IDMH) staff to increase accountability and clarify roles and responsibilities.
9. Become adept at using new tools (e.g., Blackbaud RE/NXT, Blackbaud FE NXT, Financial Edge (FENXT), and TargetAnalytics).
10. Within the structures of RE NXT, refine automated processes and increase efficiencies.
11. Continue to evaluate internal structures as software is integrated.
12. Improve approval process to ensure timely dissemination of gift agreements and marketing and solicitation materials.

13. Document detailed inventory of Dorsky assets to tie back to Banner/RE and FE.
14. Rebuild Black Studies.
15. Continue to integrate Faculty Development Center; Digital, Arts, Sciences, and Humanities (DASH) Lab; and Office of Instructional Technology activities.

### **Compliance Monitoring Required Mandates**

1. Continue to monitor the repatriation of human remains in Anthropology, including the field school proposed for Summer 2022 in partnership with Harambee/Kingston (two-year project).
2. Continue to file required annual accreditation, state, and federal reports.

### **Institutional Practices and Capacity**

1. Establish an e-signature environment leveraging Adobe Sign and implement e-signature workflows for employment onboarding and travel & expense vouchers.
2. Launch a Managed Print Initiative that will reduce the overall cost of printing within SUNY as well as reduce the number of printers and volume of printing on campus.
3. Implement a replacement solution for the Knowmia content management application that will enable faculty to create and edit online content for courses.
4. Roll out Respondus LockDown Browser and Monitor to faculty and students. This academic integrity program can be used with Blackboard tests to deter cheating.
5. Replace the current campus firewall with a next generation firewall that provides more robust security and management capability.
6. Establish a centralized PC replacement process to better manage/normalize replacement lifecycles of technology equipment, improve mobility of staff, and achieve greater cost savings.
7. Implement Campus IT Master Plan: The campus has funded an IT Master Plan study to identify areas where we could improve our efficiency or service. Telecom will take the results of the plan and implement recommendations in the following order:
  - Items identified that can save the campus money/resources.
  - Items that will improve the campus experience and learning environment for the students.
  - Items that will address any deficiencies in the IT infrastructure addressing reliability and connectivity.
8. Re-Design ITS Service Desk site to be more intuitive and informative. Conduct end user surveys, analyze feedback, and make recommendations, pilot, and then deploy.
9. Revise faculty development modules: The Office of Instructional Technology is revising the original “pathways” for faculty development of online or hybrid courses to reflect both the new development process and a more streamlined layout of the training that was developed with the creation of the Blended Learning Training in May 2020. The new pathways will require faculty going through the official development process to move through the training as a more cohesive group. They will meet more consistent milestones and have official project deadlines. This will help to ensure a more consistent look and feel

to the courses, which is consistent with course design best practices. Additionally, looking forward to the deployment of a new LMS in 2021, the revised development course is being designed in blocks which can be easily adapted. Any parts of the training related to the LMS will need to be updated quickly to the new LMS, once it is available. After these changes have been made, we will make a version of this training available to all faculty, so they can do a self-paced training on the new LMS in preparation for the migration. Further, this self-paced training may be a component in a recertification process for all faculty who are teaching online but have not gone through training in the last three years.

10. Transition campus from the current Blackboard Learning Management solution to a Digital Learning Environment Solution.
11. Re-design current IT Service Portal to improve ease of use for users of the system.
12. Establish a new e-procurement solution for the campus. The campus is partnering with SUNY System Administration to implement Jaggaer – an e-procurement, contract management and sourcing solution that will become an e-payment solution. Benefits of this implementation include:
  - Less time processing transactions.
  - More time dedicated 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 input in one system.
13. Continue to work on increasing 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%.
14. Move all Classified Hourly Employees to online Time and Attendance reporting.
15. Expand the Central Heating Plant monitoring of campus equipment during off shift hours. Our goal will be to provide better heating, cooling, and hot water conditions to all students, faculty, and staff. Our objectives will consist of setting up two new logs for our Plant Utilities Engineer in the CHP to monitor daily. One log will be for winter and one log will be for summer. To measure goal attainment, we will compare written logs and cross-check that information against our BMS databased graphs.
16. Meet with Bookstore stakeholders to initiate pilot program to test textbook vendor's universal buying program. If program works, it could lead to substantial savings for students.

## **Sustainable Development**

1. Establish a Carbon Neutrality Task Force to identify a target date and a comprehensive strategy to become a net-zero carbon campus by reducing emissions and increasing offsets. This will be a community-wide, two-year planning effort that will address topics such as clean and renewable energy, transportation, telecommuting, and food and infrastructure.
2. Secure external funds to support the College's carbon neutrality efforts. To invest in carbon neutrality planning, the Office of Campus Sustainability will pursue external funding in 2021-22 to support 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).
- NYSERDA's FlexTech program to support Climate Action Planning (to focus on climate engagement and educational activities across the institution beyond Facilities Management/physical infrastructure).

## **ESSENTIAL INITIATIVE VII: Strengthen Regional and Community Engagement**

### **Build Engagement with the College Community**

1. Invite community members to participate in celebrating President Donald P. Christian's retirement.
2. Introduce the incoming president to alumni, volunteers, donors, etc.
3. Be a community leader and model anti-racist practices.
4. Develop plans for First Year Convocation 2021 and Commencement 2022.
5. Engage the community, increase visibility, and maintain revenue streams through a range of signature and special events (e.g., Women's Leadership Summit (8th annual); Hudson Valley Future Summit (HVFS), and Distinguished Speaker Series).
6. Identify and engage 10 -15 new and renewed potential corporate giving sponsors to reach 60-80 sponsorships annually.
7. Celebrate the completion and unveiling of the new Sojourner Truth sculpture (September 23, 2021).
8. Build reputation as business resource hub of the Mid-Hudson Valley.
9. Expand Hudson Valley Venture Hub activities.
10. Continue to offer programs through the Hudson Valley Venture Hub to the entrepreneurial ecosystem.
11. Publish applied research that brings visibility and focus on regional and statewide issues and concerns and informs and fosters communities working together to better serve the region and its people (Benjamin Center).
12. Improve website and communications with a focus on better highlighting current work and students, as well as The Benjamin Center alums.