

**STRATEGIC PLAN GOALS AND ACCOMPLISHMENTS**  
**Working Document, March 2018**

Red = goal in original Strategic Plan  
Black = accomplishment/in progress activity

**ESSENTIAL INITIATIVE – I**  
**Nurture Innovation and the Learning Environment**

Active, hands-on, collaborative and inquiry-based teaching

Expanding High Impact Educational Practices, to improve retention rates and levels of student engagement

- Brought George Kuh to campus and assigned Provost Fellow to offer workshops on High Impact Learning Practices

In Progress:

- Systematic assessment of the number of HILPs conducted and their impact

Review and develop curriculum

- Completed curriculum maps and revised 8-semester plans for all academic departments
- Gained approval for a revised GE program
- Developed Digital Design and Fabrication minor, BS in Mechanical Engineering, 5-year programs for BA Chemistry/MAT Adolescent Education Chemistry and BA Geology/MAT Adolescent Education Earth Science, and IDMH graduate Certificate

Review and enhance course scheduling

- Established 60-credit timeline for declaring major
- Created the Course Availability Task Force that increased the availability of needed courses
- Develop and implement multiple term course registration

Develop co-curricular experiences

Focus on hiring and mentoring faculty committed to innovation, HIPS

- Offered professional development for academic department chairs

In Progress:

- Implementation of a New Faculty Mentorship Program

Re-think purpose and structure of the Teaching and Learning Center

- Hired TLC Director
- Renamed TLC to Faculty Development Center

Provide necessary training and resources to support faculty creativity and innovation and recognize achievement in those areas

In Progress:

- Infrastructure and resources for interdisciplinary teaching and research

Re-invigorate graduate education, including delivery approaches to meet student needs and support the region

- Developed a new Graduate and Extended Learning structure
- Enhance graduate school enrollment by modifying programs/certificates offered and modes of delivery

Markedly improve the effectiveness of advising

- Established Academic Advising Advisory Committee who submitted report and recommendations to the Provost
- Implemented procedure giving early notice of graduation deficiencies.
- Initiated three-prong Early Warning System
- Developed the Data Analytics Committee
- Block scheduling for First Year students

In Progress:

- Implementation of revised Academic Advising model that includes faculty collaboration and training
- Online interactive withdrawal process

Build high-quality on-line education

- Implemented training and verification process for online teaching
- Enhanced professional development training for online teaching through the TLC
- Developed the online graduate certificate in Disaster Mental Health Counseling and made all the MBA courses available online
- Modify the SEI's for online course to include questions specific to the experience of online learning
- 

In Progress:

- Identify remote proctoring solutions and determine a system to verify student identity
- Create a student "Landing Page" that would include active links regarding online learning such as FAQ's, technology needs, tutorials, readiness survey, etc.
- Development of online and hybrid programs

### Develop institutional goals for high-impact teaching/learning online

- Completed a graduate school market needs assessment which also looked at student interest in online graduate courses, certificates, and programs

### Support high-impact pedagogical/professional practices for online

- Developed new guideline for offering online and hybrid courses
- Initiated a verification process for faculty offering online courses
- Offered incentives to faculty to teach online courses during the J-term

### Expand online learning to correspond to Open SUNY goals

- Increased the number of online and hybrid offerings at both the undergraduate and graduate level: undergraduate - 119 (2012-13) to 245 (2015-16); graduate - 23 (2012-13) to 74 (2015-16)
- Increased the number of students enrolled in online and hybrid courses: undergraduate-2309 (2012-13) to 5041 (2015-16); graduate-410 (2012-13) to 1205 (2015-16)
- Completed the SUNY online readiness assessment
- Consider placement of programs into Open SUNY

### Use online learning to engage with global community

### Enhance international recruiting

## **ESSENTIAL INITIATIVE-II:**

### **Establish an Engaged Living and Learning Environment**

#### Connect classroom work with regional and global communities

#### Commitment to curricular and co-curricular learning opportunities

- Modified the Co-curricular Transcript to include undergraduate research and internships – increased online access to faculty

#### Commit resources to expand living learning communities

- Increased the number of Living/Learning Communities

### Cultivate social engagement for students to foster greater connections

In Progress:

- A new initiative to enhance a “belongingness mindset” in new students will be introduced in Summer Orientation 2017

### Encourage and support collaborations among academic and support departments

- Implemented online Incident Reporting Form for faculty and staff

### Achieve national recognition as an institution of higher education where student leadership involvement and intellectual pursuits in/outside of classroom is central to the NP experience

- Established division-wide Student Learning Outcomes for Student Affairs

In Progress:

- Has progress been made on the development of a credit-bearing Student Leadership Program? PIP?

### Support a culture of teamwork, tolerance and collaboration

### Develop an inclusive residential community across all axes of diversity

- Increased the number of students from traditionally underrepresented groups
- Brought a consultant to campus to offer cultural competency training to student, staff, and faculty leadership.
- Developed the Diversity and Inclusion Task Force and approved their plan for campus-wide implementation
- Hired a Coordinator of Veteran Services to oversee the office of Veteran and Military Services – increased the number of active duty military, veterans, their dependents enrolled at New Paltz from 76 in 2014 to 227 today
- Developed the Transfer Student Initiative which includes Spring Transfer Orientation II in January, an optional overnight Transfer Orientation in the summer, and inclusion during Welcome Week and at Convocation

## **ESSENTIAL INITIATIVE-III**

### **Strengthen Philanthropic Relationships and Success**

#### Create a culture of philanthropy

- Brought in consultant to provide training to faculty, staff, and student leaders on how to create a “culture of philanthropy”
- Hosted the Women’s Summit to connect prominent female Alums and leaders with our students

- Hosted the Hudson Valley Future Summit to engage regional leaders in the life of the college

In Progress:

- Create culture of philanthropy – includes campus, alumni, parents, etc.

#### Connect more effectively with friends, alumni, prospective donors

- Increased involvement of the President in fund raising
- Enhanced the Tower Society membership of those offering “planned giving”
- Initiated the Walk of Honor where bricks could be purchased and engraved with the name of graduates, mentors, loved ones, etc. (534 Bricks/\$87,075)

#### Improve capacity and efficiency of our development operations and Foundation, involve them in fund-raising initiatives

In Progress:

- Build the Foundation
- Reinvigorate the Board

#### Increase effectiveness and reach of our communication and marketing about New Paltz

In Progress:

- Work with campus to identify donor engagement opportunities and “needs” – consultant interviewing 10 groups of faculty April 11–13.
- Develop Parent Council

#### Continue progress on feasibility study to expand capacity, build foundation for major campaign; initiate and advance campaign

- Implemented major gift initiative raising \$8,338,310 of \$10 million goal

### **ESSENTIAL INITIATIVE-IV**

#### **Engage Alumni in the Life of the College**

#### Develop and implement a program of effective alumni relations and engagement

- Established Alumni Advisory Council
- Revamped Alumni website

- Revamped the New Paltz Magazine
- Revamped the electronic newsletter
- Significantly increased engagement through social media
- Implemented 100 Days to Graduation
- Launched 40 under Forty program-first event on June 9, 2017
- Increased attendance at Alumni Reunion
- Initiated the first step of the Legacy Student program to recognize students coming from families of alumni – welcomed alumni parents at Accepted Students Open House

In Progress:

- Conducting focus groups to better understand alumni motives for engaging with the college
- Student Alumni Discovery program where students will contact and

**Expand the geographic base of alumni beyond HV, NY, Northeast**

- Broadened the scope of regional events and increased their attendance

**Engage faculty, departments, schools, other units in alumni affairs**

- Initiated campus-based alumni internship program for First-Year students
- Increased number of internships hosted by alumni or alumni-owned companies
- Launched Sophomore Shadow program (in conjunction with the Career Resource Center) – fifteen students placed at three alumni owned businesses
- 

**ESSENTIAL INITIATIVE – V**

**Market New Paltz Internally and Externally**

**Increase impact of outreach activities to enhance visibility and quality of public perception about NP as the public university in the area**

- Increased positive public perception regarding the following: academic quality, quality of faculty, student success/outcomes, rankings in publications, and variety of majors offered
- Increased the number of hosted events that promote regional and state initiatives
- Increased dissemination of faculty and departmental accomplishments throughout the region and primary market
- Implemented the Community Relations campaign
- Launched online News Hub
- Assessed the utilization and impact of Points of Pride, News Hub, and the monthly Presidential reports – with very positive results

In Progress:

- Implement Physical Campus Marketing/Signage project

#### Position NP in terms of our price-to-value position

#### Increase awareness to sustain ug and grow graduate enrollments

- Developed marketing materials profiling new graduate programs

#### Integrated centralized marketing effort -engage and support departments in marketing the college's programs

- Increased collaboration with college departments with the introduction of the Liaison Model
- Developed a monthly e-blast of campus events that is sent to community leaders, alumni, and the campus community
- Increased internal communication of departmental accomplishments and initiatives with Points of Pride and Week in Review
- Modified procedures to allow faculty to revise their own profiles

#### In Progress

- Update academic department websites (LA&S and F&PA are completed)
- Update faculty websites (83% completed)

#### Expand alumni communication materials/connect to philanthropic efforts

- Enhanced the communication materials of Alumni Affairs including their website, newsletter, and magazine

### **ESSENTIAL INITIATIVE – VI**

#### **Improve Internal Processes and Address Institutional Capacity**

#### Generation of clear and helpful descriptions of roles and responsibilities for all positions

#### Reviewing/tightening/streamlining all policies and procedures

- Streamlined the grade change request workflow and placed online
- Implemented software allowing for one central location for all IT requests
- Implemented the Campus Office Move Process to enhance space utilization and departmental coordination
- Established an interactive job web page to facilitate on-campus job placement
- Implemented new software allowing for the hiring process of new faculty and staff to be managed and tracked electronically
- Posted a Hiring Manual with FAQ's online

- Created a new Tab on my.newpaltz that houses the most frequently used forms, which are now fillable and savable, and categorized by function. Whenever possible, these forms allow for electronic signatures
- Travel cards require one less form – you complete a Requisition Form before you travel and one Expense Form upon return
- Centralized the oversight of I-9's and Immigration Forms for faculty/staff by moving it to Human Resources. Student I-9's and Immigration Forms are housed in Payroll.
- Wi-Fi guest access was made more accessible and updated instructions were marketed via campus email and Wi-Fi Reference Cards
- Parking tags for visitors were made more accessible. To acquire such tags, faculty or staff who may be having a meeting or inviting guests to campus, can place a request with the Parking Office in conjunction with a transfer of funds form. The permit(s) can then be emailed directly to the faculty or staff member who can email it directly to the visitor(s). Parking tags for conferences are still handled by Conference Services
- An interactive online Withdrawal System that explains the academic and financial implications of withdrawing from a course or college will be piloted in the summer

#### Laying out full plans for professional development throughout college

- Enhanced professional development – brought in consultants to foster “cultural competency”, the use of High Impact Learning Practices, and a “culture of philanthropy”. Over 600 professional development workshops were also offered on such topics as: faculty mentoring, being an effective academic chair, effective supervision, professional leadership, technology skills, career mobility, writing, etc.

#### Allocating resources for greatest efficiency/effectiveness

- Implemented new online faculty annual reporting software from Digital Measures, used by all faculty
- Moved from DARS to Degree Works
- Developed budget page illustrating the percentage of budget allocations connected to supporting Strategic Plan goals and initiatives
- Hired new staff in the Provost's office, and revised forms, to increase the efficiency of new course and program approval
- Moved student services (Records and Registration, Academic Advising, Student Accounts, and Financial Aid) into Wooster Hall
- Implementing a new structure integrating Human Resources, affirmative Action, Diversity and Inclusion, and Title IX.

#### Creating campus unity and community, climate of cooperation

Created Diversity and Inclusion Council, with a charge to

### Review and streamline faculty governance

- Brought in Governance Consultant and held governance retreat
- Under the leadership of the faculty, and in collaboration with an external consultant, the structure and processes of faculty governance were reviewed
- Senate model was recommended and passed by the faculty in April 2017.
- A number of amendments to the Faculty Bylaws were passed in December 2017.
- Faculty Senate begins work in Spring 2018.

NOTE: Sustainability accomplishments and data need to be added to final report when available

### **ESSENTIAL INITIATIVE – VII (integrated with EI I) Build Online Education**

### **ESSENTIAL INITIATIVE – VIII Strengthen the Regional and Community Engagement**

#### Position New Paltz as "Your Public University"

- Implemented the Community Relations Campaign
- Developed the Community Resource Page linked to our home page

#### Establish New Paltz setting as common, connected theme in curricula Integrate campus community w/MHV, NYC through publications, curricular planning and fieldwork opportunities, performances, events

- Increased internship opportunities in the region from 174 in 2012-13 to 246 in 2015-16, but the number of students participating in these opportunities has decreased over the last three years
- Increased the number of non-students participating in regional Instructional/Educational activities from 7700 in 2014-15 to 8649 in 2015-16 (although the number of activities decreased)
- Increased the number of regional events hosted on campus from 225 in 2014-15 to 258 in 2015-16 and attendees from 32,872 in 2014-15 to 35,778 in 2015-16
- Increased the percentage of faculty/staff/students engaged in regional volunteerism from 79% in 2012-13 to 86% in 2014-15 and to 89% as reported in the 2017 Economic Impact Statement.
- Developed the Hudson Valley Advanced Manufacturing Center

#### In Progress:

- Assessing the number of faculty who integrate the region in their courses
- Increase public awareness of the College's contributions to the region

#### Achieve first-time Carnegie Community Engagement classification

Explore opportunities to make fuller use of campus facilities and expertise to support revenue goals and college mission

- Hosted the Hudson Valley Future Summit with over 150 attendees

#### Publicize CRREO/Benjamin Center and their good work

#### Roll out economic impact statement

- Economic Impact Statement published in 2017: [www.newpaltz.edu/makinganimpact](http://www.newpaltz.edu/makinganimpact)

#### Hasbrouck Complex Dialogue Communication

- President Christian charged Diversity and Inclusion Council with leading the 2017-2018 planned dialogue about names of Hasbrouck Complex buildings. Council's report to the President due in April.
- A series of surveys, forums and events have taken place to solicit campus and wider community views.