



STRATEGIC PLAN INITIATIVES

GOALS ACCOMPLISHED IN 2017-2018 & MAJOR GOALS & INITIATIVES FOR 2018-2019

- I. Nurture Innovation and the Learning Environment
- II. Establish an Engaged Living and Learning Community
- III. Strengthen Philanthropic Relationships and Success
- IV. Engage Alumni in the Life of the College
- V. Market New Paltz Internally and Externally
- VI. Improve Internal Processes and Institutional Capacity
- VII. Build Quality Online Education
- VIII. Strengthen Regional and Community Engagement

SUNY NEW PALTZ

The State University of New York at New Paltz is a vibrant intellectual community whose mission and strategic plan encompass these principles of quality and inclusivity: sustaining a culture of excellence and high aspiration; maintaining a learning environment informed by evidence; and providing high quality, affordable education to students from all social and economic backgrounds. Last year our campus engaged a broad array of priorities that not only reinforced our strengths but challenged us to clarify our purpose and values in the face of the changing landscape in higher education. This report outlines the most significant efforts we undertook in academic year 2017-2018 and the progress we made toward achieving goals that advance each of the “Essential Initiatives” in our strategic plan. The report concludes with recommendations for action in academic year 2018-2019.

GOALS ACCOMPLISHED IN 2017-2018

Essential Initiative-I

Nurture Innovation and the Learning Environment

ACCOMPLISHED

- Achieved four- and six-year graduation rates of 62% and 72%, respectively
- Developed innovative academic programs in Business Analytics, M.F.A. Studio Art, and 4+1 program in English
- Modified programs in a broad array of disciplines to better meet student and regional needs
- Deactivated the French and Spanish Education programs due to consistently low enrollments
- Launched dual degree program in Early Childhood Education with Chongqing University of Education, China
- Obtained Board Certified Behavior Analyst (BCBA) approval for Applied Behavior Analysis (ABA) coursework for the Interdisciplinary M.S. Autism Studies program currently in the curricular review process
- Set up a Zoom Room to expand the use of simulation in include online and hybrid courses
- Utilized a SUNY grant for Science & Engineering and Fine & Performing Arts to further develop curriculum in Digital Design & Fabrication
- Increased the use of 3-D printing in the curriculum
- Encouraged curricular focus on sustainability issues/topics through Sustainability Faculty Fellows program
- Implemented mentorship program for dual Turkish diploma students
- Increased students' involvement in undergraduate research projects and presentations
- Provided more internship opportunities and increased student participation rates
- Piloted Hobson's Starfish Early Alert System
- Achieved faculty participation goal of 80+ in the Academic Success Referral System and used that system to engage in early intervention
- Overhauled Academic Success Program and expanded scope of services to students
- Introduced peer academic advisor program and established baseline advising system for tracking, reporting, and evaluative purposes
- Provided Provost's Office funding to faculty and staff to explore sustainability, the scholarship of teaching, collaboration, and community building
- Completed several General Education (GE) implementation activities
- Completed AACSB and ABET reaccreditation reviews successfully
- Established the Hudson Valley Venture Hub and held inaugural event
- Launched online scheduling system that supports real-time analytics and data extracts for tracking, reporting, and evaluative purposes
- Launched Blackboard site to support development of accessible online materials
- Launched a Health and Safety Training Module within Blackboard to help education candidates meet a NYS teacher certification requirement

GOALS ACCOMPLISHED IN 2017-2018

- Used Webex to teach sustainable economics to New Paltz and Cambridge University, UK, students
- Achieved a 23% increase in graduate enrollment for fall 2018 compared to fall 2017
- Hired international recruitment manager who is implementing International Recruitment Plan

IN PROGRESS

- Awaiting review and approval of application for The Council for Accreditation of Counseling & Related Educational Programs (CACREP) accreditation of our counseling programs
- Developing a General Studies/Liberal Studies completion program, low-residency M.F.A. Creative Writing program, and contemplating development of an M.S. Electrical Engineering program more focused on computer engineering that overlaps with Computer Science, a 5-year B.S./M.S. Psychology program, and an M.A. Arts Management program
- Updating Schedule Manager to display time zones for classes that are not full
- Exploring multiple term course registrations to promote timely student academic progress and course planning
- Broadening sustainability goals to include linkages to strategic planning and elements of institutional work
- Updating transfer equivalency database to improve the accuracy of Transfer Finder for applicants
- Using "Short Seniors" program to audit students who have completed 88 or more credits to reduce graduation deficiencies and further strengthen graduation rates

Essential Initiative-II

Establish an Engaged Living and Learning Environment

ACCOMPLISHED

- Increased Science, Technology, Engineering, and Mathematics (STEM) student participation in study abroad and initiated an M.B.A. study trip abroad
- Enrolled a diverse cohort of new first-year and transfer students
- Hosted/Housed international scholars (e.g., France, Spain, Brazil, Egypt, and Italy) studying language pedagogy at New Paltz and serving as teaching assistants for elementary or intermediate language classes
- Offered Title IX training connected to creating a civil and inclusive workplace
- Increased Co-Curricular Transcript (CCT) utilization
- Developed and expanded financial literacy initiatives, increased usage of Smart Track (i.e., financial literacy)
- Ranked 13th in the "Best Colleges for Veterans" in the North by US News 2018 college issue
- Implemented several activities to enhance a "belongingness mindset" among transfer students including the addition of a Transfer Living/Learning Community
- Increased overall participation in Living/Learning Communities
- Supported diversity and inclusion initiatives, including activities related to race, gender, sexual orientation, national origin, ability, religious belief, and other dimensions of human difference
- Developed "Stepping into Diversity," a second-tier leadership program for sophomores, juniors, and seniors, with SUNY financial support

IN PROGRESS

- Launching a Transfer Learning Community in spring 2019.

Essential Initiative-III

Strengthen Philanthropic Relationships and Success

ACCOMPLISHED

- Raised \$5.8 million in gifts and pledges in year four of a seven-year comprehensive campaign, highest annual fund-raising ever
- Hired consultant to train faculty, staff, and student leaders on how to create a “culture of philanthropy”
- Installed alumni- and donor-sponsored brick pavers into the newly established Walk of Honor and held related official ribbon-cutting event at Reunion 2017
- Evaluated the impact of the Excelsior Scholarship on philanthropy—especially relating to donor scholarships—and found effect to be negligible
- Expanded membership in the Tower Society via estate planning options
- Maintained high degree of presidential involvement in fundraising
- Increased growth in Foundation Board membership

Essential Initiative-IV

Engage Alumni in the Life of the College

ACCOMPLISHED

- Broadened the scope of regional events and increased alumni attendance
- Achieved active engagement of alumni at the departmental and college/school levels
- Used information from graduating seniors' focus groups to engage new alumni in the life of the College
- Increased alumni engagement through a legacy program that recognizes parents of alumni and current students
- Launched first phase of SUNY New Paltz Career and Mentorship Network and began recruiting alumni
- Increased alumni engagement with students by hosting three alumni and student networking events in New York City and Washington, D.C.
- Assembled alumni, donors, and professionals to mentor Scholars' Mentorship Program students

IN PROGRESS

- Strengthening coordination between Alumni Relations and academic schools and departments to understand the nature and depth of alumni relationships with the College

Essential Initiative-V

Market New Paltz Internally and Externally

ACCOMPLISHED

- Initiated marketing campaigns for graduate programs with demand and capacity
- Created distinct brand platform for New Paltz's online degree programs
- Developed international student-focused marketing collateral and engaged lead-generation, translation, and tracking services to increase international student enrollment
- Launched new campus website using user feedback and data analytics
- Published free speech policies and statement of values webpage
- Implemented content strategy/calendar for homepage news items to ensure coverage of critical alumni, faculty, student, and institutional news across schools
- Increased outreach and social media footprint efforts to raise awareness about SUNY New Paltz as a veteran-friendly educational option

Essential Initiative-VI

Improve Internal Processes and Address Institutional Capacity

ACCOMPLISHED

- Introduced new Office of Academic Advising (OAA) structures and processes that align with current best practices supporting student persistence and degree completion
- Implemented post-acceptance screening process for persons with prior felony convictions
- Implemented SUNY.edu cross registration system and integrated it with campus procedures
- Reviewed Sojourner Truth Library's effectiveness for public service, including interlibrary loan, front desk, and research help (reference)
- Updated institutional effectiveness plan
- Assessed campus readiness for emergencies, safety, and security and implemented related activities and drills
- Improved the campus's physical environment by constructing a new science building, renovating academic buildings and residence halls, and relocating several student services offices to improve core student support
- Improved parking, pedestrian travel, and safety
- Overhauled dated utility systems in residential, academic, and support spaces
- Fine-tuned course and building schedules to achieve reductions in utility usage and security risks
- Replaced legacy phone billing software with less expensive solution and saved \$24,000/annum

GOALS ACCOMPLISHED IN 2017-2018

IN PROGRESS

- Improving re-contracting, tenure, and promotion processes
- Evaluating issues of clarity in faculty load and obligation for all titles
- Investigating Workflow options for smoother processing of Reappointment, Tenure, & Promotion (RTP) and Discretionary Salary Increase (DSI) files
- Evaluating course caps across the College and development of standards
- Examining enrollment trends and engaging appropriate planning mechanisms for predictions
- Migrating from Banner 8 to 9

Essential Initiative-VII

Build Quality Online Education

ACCOMPLISHED

- Offered more programs and increased enrollment in online and hybrid modalities
- Developed new Graduate and Extended Learning structure and debuted online graduate application
- Revised the online verification process and increased the financial incentive to teach online
- Developed budget dashboard to inform decision-making about new graduate and online program development.

IN PROGRESS

- Planning completion of third and final Open SUNY Institutional Readiness training

Essential Initiative-VIII

Strengthen Regional and Community Engagement

ACCOMPLISHED

- Continued Community Relations Campaign in the Village of New Paltz
- Convened second Hudson Valley Future Summit to engage regional leaders in the life of the College and the long-term evolution of the Hudson Valley
- Launched new Economic Impact Statement
- Hosted two Distinguished Speaker Series events and the fourth annual Women's Leadership Summit
- Placed advertisements in local print and outdoor media to improve Hudson Valley brand awareness, recruit regional students, and improve community engagement
- Presented Warhol Symposium in partnership with Vassar and three other Warhol partners
- Presented programs for art teachers in cooperation with Ulster Boards of Cooperative Educational Services (BOCES) and NYS Association of Teachers of Art (NYSATA)

MAJOR GOALS & INITIATIVES FOR 2018-2019

Essential Initiative-I

Nurture Innovation and the Learning Environment

- Develop targeted high-interest program offerings to serve current and new student populations
- Tailor educational programming and support to students' specific needs
- Revise targeted academic programs to adapt to changing student populations and industry needs
- Promote more diverse modes of instruction (e.g., integrated, blended, mixed-mode learning) and increase availability, quality, and enrollments in seated and online/hybrid programs and courses; summer, winter, continuing education units, institutes, and workshops; and micro-credentials
- Enhance graduate recruitment and admissions efforts
- Rollout Starfish formally, including communication and surveys to assess
- Participate in two-year national project—Excellence in Academic Advising Process with NACADA, The Global Community for Academic Advising/Gardner Institute—to evaluate and improve advising
- Continue to develop and implement new approaches to academic advising and support
- Support GE 4 implementation and revise GE program assessment
- Work toward Middle States Commission on Higher Education reaccreditation and continually monitor compliance with relevant regulations

Essential Initiative-II

Establish an Engaged Living and Learning Environment

- Continue the “Belongingness Initiative” focusing on transfer engagement and the utilization of the PERTS Social Belonging for College Students inventory for all incoming undergraduates to drive future initiatives
- Rollout communication plan for decision regarding Hasbrouck Complex Naming
- Support continuation of free speech vs. inclusivity dialogue and skills building
- Work to increase international student enrollment and to meet new student enrollment targets
- Increase opportunities for experiential learning/internships/service learning
- Enroll very diverse cohorts of new first-year and transfer students
- Increase and promote efforts to develop awareness and empathy around issues of diversity and inclusion
- Increase diversity of student participation in Research, Scholarship, and Creative Activities
- Update various webpages and launch webpage on building names and their origins
- Continue to increase co-curricular transcript utilization and add for-credit internships
- Expand efforts to develop awareness and empathy around issues of diversity and inclusion, including launching the “Stepping into Diversity” leadership program and “Hot Topics” discussion series with West Point
- Launch the “Hawk’s Eye” app to provide a common calendar of student events and encourage involvement
- Continue Student Affairs “Knowledge Groups” to improve Student Employment, Transitions to Adulthood and Leadership/Mentorship programming

Essential Initiative-III

Strengthen Philanthropic Relationships and Success

- Craft campaign priorities and produce written campaign materials
- Meet goal of raising at least \$3 million in each of the next three years
- Continue initiatives to build, engage, and diversify the Foundation Board, while consistently achieving 100% board participation through giving
- Deepen relationships with donors through stewardship and meaningful engagement with students
- Prepare for a major data base conversion in 2020 to better serve campus and our constituents
- Increase alumni giving rate and focus on participation—at whatever level is comfortable for the individual
- Educate the Foundation Board, supporters, and campus on the importance of providing for the future of New Paltz in one's estate plans and thus becoming a member of the Tower Society
- Provide excellent service and education to campus partners
- Sustain strategies for developing current and prospective donors of \$25,000 and above

Essential Initiative-IV

Engage Alumni in the Life of the College

- Support and foster a climate of growth for alumni engagement across campus
- Continue to meet Alumni Reunion participation goals through a well-organized communication plan and program of events attractive to a diverse body of alumni
- Maintain participation in alumni regional events
- Increase alumni and student participation in the SUNY New Paltz Career and Mentorship Network
- Engage young alumni in the life of the College through the second 40 Under Forty award program

Essential Initiative-V

Market New Paltz Internally and Externally

- Conduct qualitative and quantitative market research to inform internal processes, external messaging, and marketing collateral development
- Promote the College's programs and activities
- Develop comprehensive media pitching plan to proactively attain more earned media coverage to support our recruitment and reputational messages in key markets
- Continue social media recruitment campaigns on Long Island, in New York City, and the Hudson Valley
- Develop advocacy campaign for external funding for the updated Facilities Master Plan, including legislative and gubernatorial support for our campus space deficit
- Support Undergraduate Admission with recruitment marketing, including rollout of new junior campaign
- Explore development of an internal landing page to better inform the campus about news/events

Essential Initiative-VI

Improve Internal Processes and Address Institutional Capacity

- Manage a very tight budget and maintain budget transparency
- Form a Budget Advisory Committee
- Enhance development of excellence in personnel
- Migrate to new platform for immigration compliance documentation
- Improve processes and procedures in various offices
- Continue system implementation of Pre-Award and Compliance System (PACS)
- Continue working with Degree Works to develop a paperless graduation approval
- Continue work to enhance articulation between planning and assessment goals and objectives
- Work to link planning and assessment with budget and resource allocation decisions
- Improve communication about the strategic plan and its implementation
- Evaluate the effectiveness of assessment data in planning and goals
- Conduct an assessment of planning goals and achievements between 2014 and 2019
- Advance understanding among leadership and campus community about the value of iterative planning
- Enhance current procedures for procurement of chemicals and other hazardous materials
- Improve card access/key processes
- Initiate process to become a tobacco-free/smoke-free campus
- Use course predictive analytics to assist with student registration/orientation and assignment of teaching load
- Assist Graduate & Extended Learning and Undergraduate Admission to implement SLATE Customer Relationship Management (CRM) program
- Implement a water conservation campaign in fall 2018
- Continue planning for resident hall and Student Union construction projects with minimal disruption

Essential Initiative-VII

Build Quality Online Education

- Promote more online instruction and increase availability, quality, and enrollments in seated and online/hybrid programs and courses
- Complete the final Open SUNY Institutional Readiness Training
- Develop a dedicated website for online learning

Essential Initiative-VIII

Strengthen Regional and Community Engagement

- Maintain and expand partnership programs with regional school districts
- Expand Hudson Valley Venture Hub
- Define the role of the Samuel Dorsky Museum's collection as a regional and educational resource
- Host the third Hudson Valley Future Summit on November 19, 2018
- Produce two Distinguished Speaker Series that will attract the campus and broader communities
- Host the fifth Women's Leadership Summit
- Continue to partner in our substance abuse prevention efforts through NP SAFE campus prevention coalition and Greater New Paltz Community Partnership

Strategic Planning & Assessment Council

Laurel M. Garrick Duhaney

Associate Provost, Strategic Planning & Assessment

Sue Books

Professor, School of Education

Dante Cantu

Executive Director, Center for Student Success

Linda Eaton

Associate Vice President, Student Affairs

Deborah Gould

Assistant Provost

Isidoro Janeiro

Professor, College of Liberal Arts & Sciences

Julie Majak

Assistant Vice President, Administration & Finance

Lisa Mitten

Sustainability Coordinator, Facilities Management

Heather Morrison

Associate Professor, Department Chair, College of Liberal Arts & Sciences

Tom Nolen

Associate Dean, School of Science & Engineering

Pamela St. John

Associate Professor, School of Science & Engineering

Chih-Yang Tsai

Professor, School of Business

Andrea Varga

Associate Professor, School of Fine & Performing Arts

Lucy Walker

Assistant Vice President, Institutional Research

For more information regarding Strategic Planning & Assessment contact
Associate Provost Laurel Garrick M. Duhaney at duhaneyl@newpaltz.edu

www.newpaltz.edu/spa