

# IMPLEMENTATION PLAN FOR THE 2018-2023 STRATEGIC PLAN

*April 12, 2018*



Note: This Implementation Plan is a companion guide to the *Strategic Plan 2018-2023*. It contains details on the implementation of the Strategies proposed therein, including strategy components, responsible parties, target outcomes/actions, timeframes and/or deadlines, and estimated resources required (e.g., facilities, materials, personnel). Strategies without a cost indicated may not necessarily be cost-free, but rather their costs are pending further needs analysis and research. When costs are indicated they are subject to change when actually implemented. Within a specific Strategy, all or some of the various components may ultimately be implemented.

# LIST OF ABBREVIATIONS

AA	Academic Affairs	ILO	Institutional Learning Outcomes
ARPT	Appointment, Reappointment, Promotion, & Tenure Committee	IR	Institutional Research and Assessment
ASC	Auxiliary Services Corporation	ISO	Information Security Office
B	Bursar	ITS	Information Technology Services
BF	Business & Finance	LEC	Liberal Education Committee
CAP	Curriculum and Academic Planning Committee	M&O	Maintenance & Operations
CC	College Council	OER	Open Educational Resources
CDAT	Carnegie Designation Application Team	OSSD	Office of Services for Students with Disabilities
CP	Capital Planning	PC	President's Cabinet
CPD	Career Planning and Development	PMR	Public and Media Relations
CSJTF	Center for Social Justice Task Force	PO	President's Office
CSLI	Center for Student Leadership and Involvement	RF	Research Foundation
DL	Distance Learning	RL	Residential Life
ES	Enrollment Services	SA	Student Affairs
FA	Financial Aid	SAS	School of Arts and Sciences
FR	Facilities Rental	SGA	Student Government Association
FRR	Faculty Rights and Responsibilities Committee	SOB	School of Business
FS	Faculty Senate	SOE	School of Education
FYE	First Year Experience	SPAAR	Strategic Planning, Assessment, Analysis, & Review Committee
HR	Human Resources	SPS	School of Professional Studies
IA	Institutional Advancement	TLRC	Teaching and Learning Resources Committee
		UUP	United University Professions

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# GOAL

# 1

## **GOAL 1: FOSTER STUDENT SUCCESS**

**Old Westbury will recruit, support, and graduate a growing, diverse body of students who are achievement-oriented and determined to succeed personally and as engaged community members.**

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## Objective 1A: Improve Student Retention and Completion

PRIORITY (A-C)	STRATEGY	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME	
A	<p><b>Strategy 1:</b> Expand and renovate teaching and research facilities to meet current and future growth in high-needs STEAM degree offerings and related faculty research</p>	<p>Create faculty, administrative &amp; student survey to identify STEAM needs for new building</p> <p>Identify professional development needs</p> <p>Report and implement findings and capital project</p> <p>Explore potential uses of EAB data</p>	<p>Facilities, AA, SAS Dean, Faculty, IR, Marketing, ITS, ES</p>	<p>2018-2019</p> <p>2018- 2019</p>	
B		<p><b>Strategy 2:</b> Expand and renovate other facilities.</p> <ul style="list-style-type: none"> <li>Renovation and expansion of the Clark Center. This initiative will provide a more competitive, efficient, and sufficiently sized athletics and recreation facility that enhances the student experience at the College, bringing together residential and commuter students.</li> </ul>		<p>Create faculty, administrative &amp; student survey to identify campus needs for new building</p>	2019-2023
C		<ul style="list-style-type: none"> <li>Construction of the Day care and renovation of the E wing are in the capital master plan.</li> </ul>			
A	<p><b>Strategy 3:</b> Enhance staff compensation</p>	<p>Research competitive salaries for staff and seek to improve the salaries for underpaid staff</p>	<p>BF, AA, SA, Facilities, ITS, Other Administrative Offices</p>	2019-2023	

## Objective 1A: Improve Student Retention and Completion

RESOURCES	Item	Number	Cost
Facilities	New STEM Building (also see Objective 2E, Strategy 1) Clark Center Day Care		\$120 million TBD TBD
Materials	Equipment		\$10 million
Personnel	Staff Salaries		TBD
<p><b>NOTES:</b> A needs-analysis and market research survey for STEAM facility will allow the College to anticipate new fields and new areas of demand before decisions about space and equipment are locked in. This should be developed with input from the Marketing and Public Relations departments, Academic Affairs, and coordinated by Institutional Research.</p>			

PRIORITY (A-C)	STRATEGY	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<b>Strategy 4:</b> Explore best models for the Student Success Center	Create “Student Transitions and Success” (see NOTES at end of section) committee to identify best practices and for student success	“Student Transitions and Success Committee” (including, Academic Advising, FYE, SOB and SOE Advisors, Deans, Department Chairs, Students, CPD	January 2018
		Identify potential organization structures with mission, vision, goals for our nascent center		January 2018- May 2018
		Further develop the facilities plan for “Student Success		January 2018- May 2018
B	<b>Strategy 5:</b> Create a Retention Program for all students			January 2019- December 2020

## Objective 1A: Improve Student Retention and Completion

A	<ul style="list-style-type: none"> <li>• Consider need for Transfer Student Office and/or Director of Transfer services</li> <li>• Continue to strengthen transfer orientation and services</li> <li>• Improve entry advising, provide realistic information about degrees, graduation dates</li> <li>• Create programs that focus on the needs of traditional sophomore and junior level status</li> <li>• Identify patterns of transfer-out, stop-out, drop-out</li> </ul> <p><b>Strategy 6:</b> Re-design academic advising and mentoring</p> <ul style="list-style-type: none"> <li>• Analyze best practices in advising infrastructure (e.g., advising) as part of “Student Success” initiative</li> <li>• Assess impact of elimination of PIN requirement for registration</li> <li>• Facilitate mobile advisement</li> <li>• Improve students’ connections with departments, majors, input into scheduling and student course needs</li> <li>• Use predictive analytics approach in advising, notifications, early warnings, tutoring, “at-risk” policies</li> <li>• Incentivize academic department’s efforts to improve retention and completion rates using mentoring, Student Success Collaborative (SSC) tools (provide trainings for faculty, chairs)</li> </ul>	<p>Center” (See Objective 1D)</p> <p>Hire 4 new advisors, supervisor</p> <p>Identify patterns of transfer-out, stop-out and dropout -Propose remedy for identified patterns. -Implement best practices for transfer advising.</p> <p>Analyze best practices in advising structure</p> <p>Redesign advising infrastructure</p>	Academic Deans, Academic Advisors, FYE and faculty representative, “Student Transitions and Success committee”	January 2018- May 2018
B	<p><b>Strategy 7:</b> Strengthen academic support services</p> <ul style="list-style-type: none"> <li>• Develop unified lower-division program office for first year and sophomore students</li> <li>• Highlight Math Learning Center, Powertrack Lab, Tutoring Center, and Writing Center and support, “enhanced learning opportunities,” including online tutoring, library access and study</li> <li>• Strengthen skills-building curricular initiatives: Writing Across the Curriculum (WAC) , Qualitative Reasoning and Interconnected Learning (QRIL) etc., and within majors</li> </ul>	<p>Identify issues, conduct survey of students, formulate plan to remedy.</p> <p>Implement plan</p>	Academic Deans, SA, faculty and staff representatives, Directors of academic support services, in consultation with appropriate faculty governance committees	January 2018- December 2020
A			Ongoing	

## Objective 1A: Improve Student Retention and Completion

	<ul style="list-style-type: none"> <li>Maintain and staff essential facilities that support majors, student life, and applied learning (e.g., Old Westbury TV, Old Westbury Radio, Mac Labs, etc.)</li> </ul> <p><b>Strategy 8:</b> Remove curricula impediments to timely completion</p>	Review curricula to identify and ameliorate bottlenecks and impediments	(especially CAP and the LEC)  AA, Academic Deans, Academic Departments	
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities	Create retention office in centrally located location, accommodate organizational structure			
Materials	Office programming, IT, software, training			
Personnel	4-6 new advisors, supervisor for Retention Center			\$400,000
<b>NOTES:</b> For more details on the “Student Transitions and Success Committee” (see NOTES for Objective 1B, Strategy 3).				

<b>PRIORITY (A-C)</b>	<b>STRATEGY</b>	<b>OUTCOME/ACTION</b>	<b>UNIT(S) RESPONSIBLE</b>	<b>TIMEFRAME</b>
C	<p>Assess and rationalize class schedule based on student needs and preferences, using survey research data and data analytics</p> <ul style="list-style-type: none"> <li>Re-visit academic schedule to look for areas of need and high demand (i.e., early/evening majors, weekend offerings, etc.), coordinating with “needs analysis survey” in Objective 1C</li> <li>Include SPS students’ service and needs in the “Student Transitions and Success Committee” planning and implementation (see <b>NOTES</b> below)</li> <li>Improve visibility and access to Open SUNY and online offerings, in ways that support student growth and success</li> </ul>	<p>Develop and administer assessment of each of these strategies</p> <p>Develop plan to improve evening / weekend services</p> <p>Develop and implement marketing strategies to increase information about online courses and programs</p>	<p>IR, faculty, students, DL</p> <p>SPS, “Student Transitions and Success Committee”</p> <p>DL, Marketing, ITS</p>	<p>January 2020-December 2020</p> <p>January 2020-December 2020</p>

## Objective 1A: Improve Student Retention and Completion

	<ul style="list-style-type: none"> <li>• Explore possibility of flexible models of instruction (i.e., in-class/online synchronicity)</li>   <li>• Conduct data analysis (utilization study) of class schedule/classroom use by major, program and college requirements and student use of support services facilities and equipment.</li> </ul> <p>Develop scheduling policies addressing technological infrastructure (This is also addressed in Objective 4E, Strategy 4):</p> <ul style="list-style-type: none"> <li>○ Optimal class size</li> <li>○ Low-enrollment courses</li> <li>○ Develop a system for wait-listing</li> <li>○ Decide how to best deploy underutilized classrooms and facilities, etc.</li> </ul>	<p>Develop Workshops and training in online course-taking</p> <p>Academic departments explore need for flexible models</p> <p>Explore need to open other student service-orientated offices to correspond with flexible offices</p> <p>More efficient preparation of academic course schedules and utilization of classrooms and facilities. More efficient matching of class sizes to classroom.</p> <p>Improved sequencing and scheduling of course. Reduction in Time to-Degree and number of courses taken or repeated courses.</p> <p>Align optimal class size policies with strategic goals and values related to student success and academic excellence (incl. mentoring, applied</p>	<p>DL, ITS</p> <p>Academic Departments, SPS, DL</p> <p>AA, IR, FR, CP</p> <p>AA, FS, Academic Policy &amp; Practices Committee, ITS, BF</p>	<p>January 2020-December 2020</p> <p>Fall 2019</p> <p>Fall 2019</p>
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## Objective 1A: Improve Student Retention and Completion

		learning, innovative pedagogy).		
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel	Instructional Designer (see Objective 2B, Strategy 2.D. and Objective 2D, Strategy 2)  Staffing to cover expanded hours for Career Services, Advising, Bursar, Financial Aid, and Registrar			TBD
<p><b>NOTES:</b> There is a clear need for expanded services for non-traditional students. Until SPS can hire its own evening / weekend support staff the following short-term expansion of services should be considered:</p> <ul style="list-style-type: none"> <li>-a second evening (either a Monday or Wednesday, to 6:45 pm), to accommodate students who do not attend classes on Tuesday/Thursday</li> <li>-one Saturday per month to accommodate weekend students.</li> </ul> <p>Any additional evening / weekend staffing in Career Services, Advising, Bursar, Financial Aid and Registrar will be planned in consultation with the Student Success Committee, Academic Affairs, Student Affairs, and Business &amp; Finance, to meet needs of growing non-traditional student population.</p>				

<b>PRIORITY (A-C)</b>	<b>STRATEGY 10</b>	<b>OUTCOME/ACTION</b>	<b>UNIT(S) RESPONSIBLE</b>	<b>TIMEFRAME</b>
C	Support student service staff and administrative offices with appropriate resources, technology, and professional development. <ul style="list-style-type: none"> <li>• Purchase site license that will allow staff and faculty to view imaged documents</li> </ul>	Will enable academic and faculty advisers to see imaged transfer	ITS, AA, academic	January 2019

## Objective 1A: Improve Student Retention and Completion

A	<ul style="list-style-type: none"> <li>Hire a full-time professional TAP/Excelsior certifier to be housed in Financial Aid or the Bursar.</li> <li>Work to improve student experiences and response times, for traditional and post-traditional students</li> <li>Establish annual retreats and training to promote staff team building across units, etc.</li> <li>Improve access to support services. There is a clear need for expanded services to accommodate students who attend in evenings or on Saturdays.</li> </ul>	<p>student transcripts to properly advise them.</p> <p>Full-time professional dedicated to complying with certification rules/regulations will help avoid costly audit findings.</p> <p>Identify areas of need for professional development funding</p> <p>Identify technological needs within departments</p> <p>Explore potential / need / options for Continuing Education</p>	<p>advisers, faculty advisers</p> <p>BF, FA, B</p> <p>All Administrative Units</p> <p>All Administrative Units</p> <p>CAP, FS, AA</p>	<p>January 2019</p> <p>January 2019-December 2019</p> <p>January 2019-December 2019</p> <p>2020-2023</p>
<b>RESOURCES</b>			<b>Number</b>	<b>Cost</b>
Facilities				
Materials	On and off site conferences, consultants for administrative staff professional development			\$100,000
	Site license			\$70,000
Personnel	Full-time TAP/Excelsior Certifier		1	\$50,000
<p><b>NOTES:</b> Certification of TAP and other NYSHESC state financial aid scholarships is currently performed on a part time basis by the Registrar. TAP audit results and audit recommendations at other SUNY's indicate need to hire a dedicated TAP staffer.</p> <p>Any additional evening / weekend staffing and/or hiring in Career Services, Advising, Bursar, Financial Aid and Registrar will be planned in consultation with Student Transitions and Success Committee, Academic Affairs, Student Affairs, and Business &amp; Finance, to meet needs of this growing student population.</p>				

## Objective 1A: Improve Student Retention and Completion

PRIORITY (A-C)	STRATEGY 11	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
C	Continue to expand and explore additional strategies <ul style="list-style-type: none"> <li>• Modernize ID card for all users, implement “one-card” (“Panther Card”) system for security, meal plans, etc.               <ul style="list-style-type: none"> <li>◦ Analyze in-house data of students’ activities, engagement, preferences, needs based on one-card use</li> </ul> </li> <li>• Build on existing financial literacy initiatives</li> </ul>	Continue implementation and monitor progress Share results to help improve operations, services based on evidence of student demand and need	BF, IR, ASC	Ongoing
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials	Promotional materials Card readers (approx. \$100 each)		50	\$4,000 \$5,000
Personnel				
<b>NOTES:</b>				

## Objective 1B: Increase New Student Enrollment through Targeted Recruitment

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Strengthen and build additional transfer articulations, collaborations and relationships between Community College academic departments and the College’s academic departments, majors and faculty <ul style="list-style-type: none"> <li>• Develop partnerships, and degree and course articulations, between Community Colleges and specific majors</li> <li>• Continue efforts to improve transfer recruitment strategy, assess annually for effectiveness</li> </ul>	5 new partnerships with 5 Community College departments  5 additional partnerships/departments	AA, Deans, Academic Departments, in consultation with ES	2018-2020  2021-2023
RESOURCES	Item	Number	Cost	
Facilities				
Materials	Transportation costs (gas, parking) for multiple visits, estimated at \$500 per articulation;	5	\$2,500	
	Lunch for Community College guests on site estimated at \$200 per visit;	5	\$1,000	
	Giveaways, promotional materials to share with Community College Partners -e.g., bags (from \$0.77 each); key chains (from \$0.67 each), water bottles (avg., \$4.00 each)	500	\$335 – \$2,000	
	Brochures, fliers (estimated at \$2 each)	500	\$1,000	
			Total: <\$6,500	
Personnel				
<b>NOTES:</b> This effort will encourage departments to establish ties with Community College departments, modeled on existing articulations and relationships, such as those in SOB.				

## Objective 1B: Increase New Student Enrollment through Targeted Recruitment

PRIORITY (A-C)	STRATEGY 2	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Improve access for post-traditional students via School of Professional Studies <ul style="list-style-type: none"> <li>• Consider professional programs, minors and certificates, to meet workforce needs</li> <li>• Expand degree offerings and modes of delivery for non-traditional students, including online, blended, summer, winter, and weekend.</li> <li>• Consider staffing needs and/or need for full-time faculty as program grows</li> </ul>	Establish regular meetings of SPS academic advisory board  Develop at least 3 new minors and certificate programs in collaboration with academic departments where appropriate	SPS, AA, Deans, Academic Departments	2018  2018-2020
RESOURCES	Item			Number
Facilities				
Materials				
Personnel	Additional faculty/staff			
<b>NOTES:</b> Enrollment doubled in the SPS from Spring 2017 to Fall 2017.				

PRIORITY (A-C)	STRATEGY 3	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Strategically recruit to Improve First Year Yield through Completion Rates	Grow total College headcount to 5,400	ES	Fall 2022
A	<ul style="list-style-type: none"> <li>• Develop and incorporate predictive admission analytics tools to recruit students with an eye to improving admission yield rates and success                             <ul style="list-style-type: none"> <li>○ Invest in ongoing data analysis based on best available software</li> <li>○ Incorporate findings into admissions and support strategies</li> <li>○ Evaluate staffing and IT support needs to employ these databases effectively</li> </ul> </li> </ul>	Develop / implement predictive model: - Implementation, training and use of the analytics software (EAB) already purchased. -develop and incorporate a “Student Success Survey” for	ES, IR, Faculty with survey research expertise (PY, SY), Student Transitions & Success Committee (see	2018  2018-2020

## Objective 1B: Increase New Student Enrollment through Targeted Recruitment

A	<ul style="list-style-type: none"> <li>• Recruit students that will help us continue to meet residence hall capacity                             <ul style="list-style-type: none"> <li>○ Expand regional recruiting in areas where students have demonstrated a preference to live on campus</li> <li>○ Explore efficacy of recruitment via residential scholarships and other methods (e.g., overnight information visits during school year) to grow first year class and population in residence halls each year</li> <li>○ Include Residential Life / Student Affairs in recruitment decision-making, in effort to meet capacity in residence halls</li> </ul> </li> </ul> <p>(See <b>RESOURCES</b> at end of section for estimated costs)</p>	<p>current students (see NOTES at end of section) -implement data use</p> <p>Add Admissions Advisors for recruitment based on predictive model</p> <p>Expand residence hall scholarships Develop plan for overnight information visits during school year</p> <p>Create “Student Transitions and Success” committee to assess all measures that affect students’ success</p>	<p><b>NOTES</b> at end of section)</p> <p>ES</p> <p>PC, CC</p> <p>Student Transitions and Success Committee (see <b>NOTES</b> at end of section)</p>	<p>2020-2022</p> <p>2018</p> <p>2018-2020</p> <p>2018</p>
<b>RESOURCES</b>	<b>Item</b>	<b>Number</b>	<b>Cost</b>	
Facilities	<p>New Student Residence Hall Scholarships</p> <ul style="list-style-type: none"> <li>- Full-year residence hall scholarships for New York state, out-of-state and international students (at \$7,300 per year)</li> <li>- Half-year residence hall scholarships (at ~3,700 per half year)</li> </ul> <p>Overnight Information Visits for potential applicants (food card, ~\$15 per visit)</p>	<p>50</p> <p>25</p> <p>200</p>	<p>\$365,000</p> <p>\$91,250</p> <p>\$3,000</p>	
Materials	<p>Predictive Analytics / Recruitment Software:</p> <ol style="list-style-type: none"> <li>1. Predictive Analytics (e.g., Rapid Insight, EAB modules, etc.); &lt;\$25,000 for first year and \$3,500 per year thereafter for site license</li> </ol>	<p>1 year (startup), 4 years</p>	<p>\$25,000</p> <p>\$14,000</p>	

## Objective 1B: Increase New Student Enrollment through Targeted Recruitment

	2. Cappex (\$20,000 per year) and EPS module (\$6,000 per year) 3. GRE / GMAT searches (at \$0.50 per name) for graduate programs  Admissions/Enrollment Software: 1. Automated indexing, Focused Tech, Reports Manager (See Goal 4) 2. Xnder Site License (\$30,000 / year)	5 years ~1800 / year  (See Goal 4) 5 years	\$130,000 \$4,500  (See Goal 4) \$150,000
Personnel	Regional Admissions Advisors (\$50,000 per advisor) -OTPS for College Fairs and other recruitment activities, etc.  PY or SY faculty stipend for developing and administering “Student Success Survey”* (at \$3,600 / faculty member for first year of survey)	2 2 regions  2	\$100,000 \$6,000  \$7,200

**NOTES:**

The “Student Success Survey,” a combined needs analysis and market research survey, will be developed by faculty with expertise in survey research in collaboration with the EAB team and the Institutional Research department. The survey will help us identify factors that influence student success and help us recruit and support students more effectively. This instrument can be administered in classes at all levels of the curriculum. Data will be gathered and analyzed, under supervision from faculty and supported by graduate interns and reported annually to all relevant campus committees and units.

The “Student Transitions and Success Committee” should have a broad focus on retention, completion persistence and graduation to include a more nuanced understanding of factors that enable students to transition to college and succeed.

PRIORITY (A-C)	STRATEGY 4	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Increase possible “pipelines” for new First-Time-to-College students to academic departments, majors, and faculty from key high schools  <ul style="list-style-type: none"> <li>• Encourage academic departments to engage with high schools                             <ul style="list-style-type: none"> <li>○ Ties with HS teaching staff</li> <li>○ College course offerings, where appropriate; articulations with major</li> <li>○ Strengthen college “readiness” and support initiatives</li> <li>○ On-campus events, programs and pipelines</li> </ul> </li> </ul>	5 new partnerships with 5 academic departments  5 additional partnerships/departments  (See Goal #4)*  Launch public lecture series and other special events open to public	Academic Departments in consultation with AA, ES, CPD    Academic Deans, Departments, ASC “Special	2018-2020  2020-2023  2018-2020

## Objective 1B: Increase New Student Enrollment through Targeted Recruitment

	<ul style="list-style-type: none"> <li>○ College/Career day advisory boards at high schools</li> <li>• Engage high schools / community members by highlighting new/growth program areas and emerging faculty expertise in forums, co-curricular events, and marketing             <ul style="list-style-type: none"> <li>○ Create web version of faculty achievements publication</li> <li>○ Create e-newsletter for speaker series, share with high schools, regional newspapers, alumni</li> </ul> </li> </ul>	(See Goal #4)*	Events” coordinator (See Goal #4)*, Marketing	
<b>RESOURCES</b>	<b>Item</b>	<b>Number</b>	<b>Cost</b>	
Facilities	Lunch for on-site visits by high school partners (\$200 / visit)	10 X \$200	\$2,000 / year	
Materials	Transportation costs (gas, parking) for multiple visits, estimated at \$500 per articulation;	5	\$2,500	
	Giveaways, promotional materials to share with Community College Partners -e.g., bags (from \$0.77 each), key chains (from \$0.67 each), water bottles (avg., \$4.00 each)	500	\$335 – \$2,000	
	Brochures, fliers (estimated at \$2 each)	500	\$1,000	
			Total: <\$7,500	
Personnel	Special Events Coordinator	1	\$50,000	
<p><b>NOTES:</b> *Expansion of on campus events with high school partners and academic departments in cooperation with the facility management system as mentioned in Objective 4C, Strategy 1. The Special Events Coordinator would help faculty/departments to develop special events, coordinate with high schools for timing, parking, etc., manage A/V, custodial, ticket sales (where applicable), and coordinate with Marketing department on publicity, calendar, and outreach materials.</p>				



## Objective 1C: Strengthen Students' College Experiences

	<ul style="list-style-type: none"> <li>○ Improve parking availability, assess scheduling change impact on parking uses, needs</li> <li>• Other issues identified through research (food, campus life, residence halls, affordable housing, etc.)</li> <li>• Based on the research results from the already performed market and “needs” analysis survey further enhance on-campus quality-of-life for residential and commuter students, some possibilities include             <ul style="list-style-type: none"> <li>○ Consider facilities improvements that students identify as priorities, including 24 hour eating service, 21+ pub space, suite-style rooming options</li> <li>○ Develop ‘pop-up’ programs for commuters</li> <li>○ Offer late night hours for Clark Athletic Center and Student Union (Th – Su) with appropriate ITS / custodial support</li> <li>○ Increase library late-night and weekend hours as additional meeting /study space</li> <li>○ Increase soft seating across campus including Residence Hall study lounges, CC, SU, and Science Building</li> <li>○ Update/add arcade and gaming options in SU TV Game Room</li> <li>○ Build / repurpose entertainment space on campus (e.g., theater)</li> <li>○ Determine impact of Recital Hall renovations on student use of facility</li> </ul> </li> </ul>	<p>After the market and “needs” analysis survey implement the feasible recommendations.</p>	<p>CP, SA, ITS</p>	<p>2019-2020</p>
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## Objective 1C: Strengthen Students' College Experiences

	<p>(e.g. cost for A/V needs, space reservation, etc.)</p> <ul style="list-style-type: none"> <li>○ Explore feasibility, impact of “Dry Halls / Wet Campus” policy</li> <li>○ Explore additional food-truck options, possibility of links to Meal Plan</li> </ul>			
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities	Entertainment space (build or repurpose)		1	TBD
Materials	Survey design and development (in house)		2-3	N/A
	Hire market survey consulting firm for transportation cost/benefit study		1	TBD
	Based on research results: <ul style="list-style-type: none"> <li>• soft furniture in public meeting spaces throughout campus: <ul style="list-style-type: none"> <li>○ \$20,000-25,000 per year for a total of 8 locations (e.g., Atrium, Cafeteria, Science building)</li> <li>○ Replacement, repair of existing furniture estimated at \$45,000 / year</li> </ul> </li> <li>• Gaming equipment</li> </ul>		8 locations, 3 years	\$160,000-\$200,000
Personnel	Student Affairs student staffing for late night programming , 20 hours/week @\$15/hour		2	\$24,000
	IT (\$40,000) and custodial support (\$33,000) for late-night programming, plus \$3,000 location pay each		2	\$79,000

## Objective 1C: Strengthen Students' College Experiences

**NOTES:**

PRIORITY (A-C)	STRATEGY 2	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
C	<p>Explore ways to create academic department events and encourage student participation that complement signature events on campus, such as Panther Pride Homecoming</p> <ul style="list-style-type: none"> <li>○ Explore and identify sources of possible external funding</li> </ul>	<p>Ask academic departments to propose engagement strategies to complement PPH</p> <p>Consider spring event (such as Earth Week) that combines academic and campus community engagement efforts</p> <p>Explore ways to include new high schools / community college partners in such activities (see Objective 1B)</p>	Academic Deans and departments in collaboration with SA and other relevant Offices	
RESOURCES	Item		Number	Cost
Facilities				
Materials	Funding for events and programs			\$50,000
Personnel				
<b>NOTES:</b>				

## Objective 1C: Strengthen Students' College Experiences

PRIORITY (A-C)	STRATEGY 3	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Create a campus clearinghouse for on-campus job opportunities, internships, and work-study positions for students	See Objective 1D for greater detail	CPD, FA, AA, Academic Deans and departments	
RESOURCES	Item		Number	Cost
	Facilities			
	Materials			
	Personnel	CPD staffing as outlined in Objective 1D		
<b>NOTES:</b>				

## Objective 1 D: Promote Students' Post-college Success

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Integrate Career Planning and Development with the Academic mission and objectives (See <b>NOTES</b> at end of section)	Consider best CPD models to promote better coordination with Academic schools.	AA, SA	2018
A	<ul style="list-style-type: none"> <li>Link career planning with Student Success Center.</li> </ul>	Consult CPD on space and staffing needs to be ready for proposed move.	AA, SA	In progress
		Create clear signs and directions to help students locate Student Success Center and CPD.	Marketing, Publications, Facilities	In progress
A	<ul style="list-style-type: none"> <li>Assess needs and expand staff and resources for CPD in order to expand services to provide career and continuing education opportunities for students after graduation.</li> </ul>	Increase CPD staffing in the following order: <ul style="list-style-type: none"> <li><b>Administrative Assistant</b> (full-time): reception, budgeting, student support, supplies, and calendar management.</li> <li><b>Career Counselor #2</b> (full-time): one-on-one career counseling to meet an anticipated increase in students seeking career counseling due to greater visibility and access.</li> <li><b>Internship &amp; Outreach Coordinator</b> (currently 20 hours – increase to full-time)</li> <li><b>CPD Technology Specialist</b> (part-time): maintain databases, promote services via social/print media.</li> </ul>	SA, PO, Student Success project, “Student Transitions and Success Committee”	2018  2018  2018  2018
B	<ul style="list-style-type: none"> <li>Expand academic departmental role in developing internships, networks, relationships with partners, opportunities in the majors.</li> </ul>	CPD presentations at Provost Councils and in meetings with academic schools and departments.  Integrate mock-interview experiences into senior (upper-level courses).	Internship & Outreach Coordinator (when position is full-time) in coordination with Academic departments, Faculty  CPD Career Counselor #2 (proposed hire), Academic deans and departments, FYE, Transfer Services, Student Success Center	2018-2019

## Objective 1 D: Promote Students' Post-college Success

C		Develop workshops to build on model of applied learning opportunities (e.g., Catalyst, OWWR, CMC).	Academic deans and departments	2018-2020
B	<ul style="list-style-type: none"> <li>• Encourage academic departments to develop formal mentoring plans.</li> <li>• Maximize use of current career and training tools:             <ul style="list-style-type: none"> <li>○ Raise awareness of all campus programs and generate etiquette to guide scheduling and reduce conflicts.</li> <li>○ Integrate training into classroom sessions.</li> </ul> </li> <li>• Track students' careers / employment information to assess "value" of Old Westbury degrees.</li> </ul>	<p>Develop mentoring initiative as part of the faculty advising process within departments and majors.</p> <p>Advertise and offer training in current online resources now available in "connect.oldwestbury.edu."            -Assess usage and impact of available resources            -Develop monthly training sessions for students, faculty, and staff.</p> <p>Expand on current Events Calendar (on OW homepage) to make more accessible/functional</p> <p>Develop procedures to increase awareness of, and participation in, the full range of college activities, ideally accessible by Outlook and within portal.</p> <p>Coordinate with Academic Affairs to increase number of in-class presentations</p> <p>Develop reports from existing technology to track during and after OW (e.g., Panther Career Link (Purple Briefcase) &amp; Live Alumni).            -Digitize Graduate Student Surveys from IR to render the data more readily usable by campus community.            -Explore possibility of incentivizing students to self-report post-graduation employment data.            -Consider purchase of data from Linked-In accounts</p>	<p>CPD Career Counselor #2 (proposed hire), IR, ITS</p> <p>PMR, Student Union Building Manager, FR, Academic deans and departments</p> <p>Academic Deans and departments, Career Counselor #2 (proposed hire)</p> <p>IR, CPD Administrative Assistant (proposed hire), Alumni Affairs</p> <p>CPD, Alumni Affairs</p> <p>CPD Technology Specialist (proposed hire); Career Counselor #2 (proposed hire); Internship &amp; Outreach Coordinator (proposed hire)</p>	<p>2018 (or when position filled)</p> <p>2018</p> <p>2018</p> <p>2018 (or when position filled)</p> <p>2018</p> <p>2018</p> <p>2018</p>
B	<ul style="list-style-type: none"> <li>• Centralize external and internal Internship information and employment opportunities</li> </ul>	<p>Create a clearinghouse (centralized listing) of on- and off-campus opportunities that faculty and staff</p>		2018

## Objective 1 D: Promote Students' Post-college Success

C	<p>(including work study, part-time work, and paid student leadership opportunities).</p> <ul style="list-style-type: none"> <li>• Create master list of partners (e.g., CALL partners, and departmental connections)             <ul style="list-style-type: none"> <li>○ Highlight alumni success stories</li> </ul> </li> </ul>	<p>could contribute to in order to promote awareness of positions.</p> <p>Highlight “Alumni Spotlights” on departmental pages (depends on new staffing).</p> <p>Build on existing models of alumni outreach, such as OWWR and OWTV social media pages, to serve as career networking hubs.</p>	<p>CPD Technology Specialist (proposed hire), FYE, Academic departments (to share contact information)</p> <p>CPD, Alumni Affairs</p>	<p>2018</p> <p>2018</p>
<b>RESOURCES</b>	<b>Item</b>	<b>Number</b>	<b>Cost</b>	
Facilities	(See <b>NOTES</b> below)	Request for 3-4 additional rooms in Campus Center.	TBD	
Materials				
Personnel	Full time Admin. Assistant for CPD (responsibilities include answering phones, budgeting, instruct students)	1 person	\$38,000 - \$46,000 (CSEA)	
	Full time Career Counselor #2 (similar responsibilities as current counselor)	1 person	\$45,000 - \$65,000 (UUP)	
	20-hour Technology Specialist (database upkeep and social media outreach)	1 person	\$33,000 (UUP)	
	Make 20-hour Outreach Coordinator position a full time position	1 person	\$35,000 (UUP)	
<b>NOTES:</b>				
<p><b>CPD Physical Space.</b> CPD will move into Student Success Center office suite during 2018 Winter Mini-semester. The suite does not include spaces for an intern office, the CPD resource center, private meeting space, and mock-interview room, all of which exist in the current office setup in the Student Union. Student Success Center planners should take these needs into consideration prior to the move.</p> <p><b>CPD Staffing.</b> The current staffing (Director, Career Counselor and part-time Internship/Outreach Coordinator) is insufficient to meet CPD’s expanded role proposed in this Objective. Relocation to Student Success Center requires a full-time Receptionist or Administrative Assistant, based on research of comparable SUNY comprehensive colleges, including those (Potsdam, Purchase) with lower enrollment.</p>				

## Objective 1 D: Promote Students' Post-college Success

PRIORITY (A-C)	STRATEGY 2	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Increase alumni engagement with the College community		IA, BF, HR	2018-2019
A	<ul style="list-style-type: none"> <li>Increase staffing levels to build relationships with alumni and Alumni Association, enhance technology usage and social media outreach</li> </ul>	Hire two additional staff members (see <b>NOTES</b> below) <ul style="list-style-type: none"> <li>Clerical Support / Database</li> <li>Assistant Alumni Director for Alumni Outreach</li> </ul>		
A	<ul style="list-style-type: none"> <li>Identify more alumni</li> </ul>	Expand use of <i>Live Alumni</i>  Work with faculty, CSLI, Residential Life and other program directors to identify alumni	IA, Athletics  Alumni Affairs, Academic Deans and departments, Program Directors, SA	In progress  2018
B	<ul style="list-style-type: none"> <li>Continue to expand methods of communication with alumni</li> </ul>	Expand use of existing social media accounts (Twitter, LinkedIn, Facebook, etc.) as a source of communication  Collect more emails to utilize in <i>Constant Contact</i>  Work with ITS to develop and maintain workable alumni email system  Develop and circulate E-Newsletter with Schools and Academic departments	Alumni Affairs, PMR  ITS, Banner System  Alumni Affairs, ITS  Alumni Affairs, Academic Deans and departments	In progress  In progress  2018  2018-2019
B	<ul style="list-style-type: none"> <li>Engage and retain alumni</li> </ul>	Establish a more robust web-page  Develop networking, social events and workshops  Feature alumni speakers	Alumni Affairs, Alumni Association, Alumni Advisory Groups, Academic departments  Alumni Affairs, Alumni Association, BF	In progress  2018-2020

## Objective 1 D: Promote Students' Post-college Success

C	<ul style="list-style-type: none"> <li>• Student Development</li> </ul>	<p>Hold more alumni events on campus</p> <ul style="list-style-type: none"> <li>• Explore feasibility, impact of “Dry Halls / Wet Campus” policy (see also Objective 1C, Strategy 1)</li> </ul> <p>Further develop relationship with Alumni Association</p> <ul style="list-style-type: none"> <li>• Finalize Contract between Association and the College</li> <li>• Build working relationship with Alumni Association with regular schedule of meetings</li> <li>• Create alumni publication</li> </ul> <p>Create different groups of alumni (e.g., Young Alumni Council, SAS, SOB, SOE, SPS)</p> <p>Nurture current students by engaging them with alumni (mentoring, internship and workshops)</p>	<p>Alumni Affairs, Alumni Association</p> <p>Alumni Affairs</p> <p>Alumni Affairs, Alumni Association, CSLI, CPD, Academic Deans and departments, Program Directors</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p> <p>Fall 2018</p> <p>In progress</p>
<b>RESOURCES</b>	<b>Item</b>	<b>Number</b>	<b>Cost</b>	
Facilities				
Materials				
Personnel	Clerical / database (for Alumni Affairs)	1 person	\$30,000 - \$41,000 (CSEA)	
	Assistant Alumni Director for Outreach and Social Media	1 person	\$40,000 - \$70,000 (UUP)	
<b>NOTES:</b>				
<p><u>Alumni Affairs Staffing.</u> Old Westbury’s Alumni Affairs office has a single Director, who performs a wide variety of functions. This is the lowest staffing level at any SUNY comprehensive college, including those at smaller institutions (Purchase, Potsdam).</p>				

# GOAL

# 2

## **GOAL 2: PROMOTE ACADEMIC EXCELLENCE**

**Old Westbury will enrich its academic programs and facilities to enhance its standing as a regional educational center.**

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## Objective 2A: Enhance Faculty Effectiveness

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Increase ratio of full-time/adjunct lines informed by study and report (data driven)</p> <ul style="list-style-type: none"> <li>• Comprehensive report on recent patterns (2012-2018) of delivery of curricular offerings as fulltime/contingent ratios, by number of students in courses and course levels. Assess distribution of student diversity demographics across departments and schools</li> <li>• Assess impact of masters programs on fulltime/adjunct ratios on the undergraduate delivery in all programs/departments.</li> </ul>	<p>Create Joint Task Force:</p> <p>Develop, actualize study with recommendations to increase ratio of fulltime/adjunct course delivery/student contact numbers to reach at minimum 70% fulltime/30% contingent across undergrad curriculum.</p> <p>Review Task Force process and vote to accept via formal governance procedures.</p>	<p>Chairs/ reps Faculty Committees and (1) "at-large" rep SAS, SOE, SOB, SPS, Registrar, AA, IR, Registrar, and BF (Potential efficiency: include these Actions in Joint Task Force from Objective 2B, Strategy 1's charge.)</p>	<p>Dec. 2018</p> <p>May 2019</p> <p>Oct. 2019</p>
RESOURCES	Item		Number	Cost
Facilities				
Materials	Access to all relevant data as determined by a Joint Task Force. Begin with five-year reviews (CAP). Enhance data as needed and collect data for programs out of compliance or cycle.			
Personnel	Additional full-time faculty		TBD	TBD
<b>NOTES:</b>				
<ul style="list-style-type: none"> <li>• Study by degree/ program/school, changes in number of declared majors, numbers of full-time faculty and adjuncts delivering offerings across all departments by number of students enrolled and completing. Prioritized recommendations for remediating ratios in highest need programs.</li> <li>• Consider lectureships and clinical appointments (full-time non-tenure track faculty with highest appropriate credentials, 3-5 year performance reviews for continuing employment, 4-4 teaching load and faculty, advising and mentoring, service requirements). Clinical appointments could fit fields with professional internship, translational/community engagement requirements.</li> <li>• Recommendations to include diversity plans for traditionally underserved student and faculty populations.</li> </ul>				

## Objective 2A: Enhance Faculty Effectiveness

PRIORITY (A-C)	STRATEGY 2	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Create Center for Social Justice, Sustainability, and Community Engagement. This initiative will enhance faculty effectiveness as public intellectuals, and is also part of the College's larger Strategic Goal to Cultivate Social Justice and Environmental Responsibility, thus details can be found under Objective 3C, Strategy 2.			

PRIORITY (A-C)	STRATEGY 3	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Increase Sponsored funding and advance faculty professional development via external funding sources*</p> <ul style="list-style-type: none"> <li>• Hire full-time person (i.e., Chief Grants Officer) with skills to aid faculty and staff in their pursuit and management of sponsored project funding (will interact with Strategy 2 staff)**</li> <li>• Create baseline, establish benchmarks for outcomes, assess yearly***</li> </ul>	<p>Create a Task Force on Sponsored Programs to increase faculty involvement in extramural funding and advise Chief Grants Officer****</p> <p>Hire the Chief Grants Officer</p> <p>Assess and report with baseline and benchmarks</p>	<p>AA, FS</p> <p>AA</p> <p>AA, Chief Grants Officer, Task Force on Sponsored Programs</p>	<p>Fall 2018</p> <p>Fall 2018</p> <p>Yearly</p>

## Objective 2A: Enhance Faculty Effectiveness

		Increase number of faculty funded (by 10%) across disciplines and total dollar amount \$365,000 over five years.		Ongoing to 2023
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities	Administrative space for Coordinator/Development Officer (See General Note at end of Objective 2A)			
Materials	Access to basic office equipment, phone, fax, computer, printer. desk and chair (see General Note at end of Objective 2A)			
Personnel	Chief Grants Officer (12 months)			\$100,000 max.
<b>NOTES:</b>				
* See also Objective 4A, Strategy 3, “Expand Support for Research to Encourage Institutional Grant Revenue”				
** Hire a dedicated Chief Grants Officer to support and increase the number of faculty seeking funding (particularly SUNY RF managed funding) to work directly by finding opportunities, developing source relationships and helping to develop grant applications across disciplines. Investigate cross-disciplinary opportunities and scholarship in teaching and learning opportunities from these funding streams. Increase faculty access to external funding resources and increase successful applications, advance professional development by providing access and direct application support.				
*** Increase faculty satisfaction yearly via faculty satisfaction surveys and increases in funded projects, and external recognition of initiatives.				
**** Academic Deans should consider increasing efforts to obtain more external funding.				

<b>PRIORITY (A-C)</b>	<b>STRATEGY 4</b>	<b>OUTCOME/ACTION</b>	<b>UNIT(S) RESPONSIBLE</b>	<b>TIMEFRAME</b>
A	Promote acknowledgement of faculty accomplishments via the following: <ul style="list-style-type: none"> <li>○ Sponsored Professional Growth Awards: one Tenured and one Untenured: teaching, service, professional growth</li> <li>○ Faculty Governance Service Awards (suggested titles):* --One Tenured and one Untenured Excellence in Faculty Governance Service,</li> </ul>	a) Establish Joint Faculty Awards Committee; establish, types, criteria and processes  b) Review and vote via faculty governance processes, faculty appointments through FS	Joint Faculty Awards Committee, with FS, AA, PO, SGA  FS  Visual Arts dept.	May 2018 – Dec. 2018  March 2019  March 2019

## Objective 2A: Enhance Faculty Effectiveness

C	<ul style="list-style-type: none"> <li>--One Tenured and one Untenured Faculty Governance Leadership in one or more governance functions over five-year period</li> <li>--One "Shared Governance" to Administrative Department or Professional/Administrator for Excellence in Shared Governance service.</li> <li>o Mission/ILO/LEAP/Assessment Across Curriculum Teaching &amp; Learning Award to one Tenured and one Untenured faculty member</li> <li>o Create Commemorative History Space/Process to recognize Movers and Shakers of Old Westbury</li> <li>• Increase dedicated faculty governance operational office space (conference, meeting room)</li> </ul>	<ul style="list-style-type: none"> <li>c) Design award certificates</li> <li>d) Conduct ceremony</li> <li>Plan Space/Process Implement</li> </ul>	<ul style="list-style-type: none"> <li>Presented by faculty governance leadership, administrative leadership and SGA as shared governance event ;</li> <li>Include Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>Oct. 2019 and each Fall thereafter</li> <li>As soon as possible</li> </ul>
<b>RESOURCES</b>	<b>Item</b>	<b>Number</b>	<b>Cost</b>	
Facilities	Dedicated Faculty Meeting Office to allow for Standing Committee meetings of greater than 6-7 and scheduled via Faculty Senate Secretary/FS Chair for exclusive use by governance-required business.			
Materials	9 awards @ \$250/award plus minimal cost of production of certificate suitable for framing (funding could come via President's Office), Cost of basic reception	9 awards 9 certificates	\$2,350/yr. Nominal TBD	
Personnel				
<b>NOTES:</b>				
* To acknowledge faculty leadership in required roles of faculty engagement. Support rights and responsibilities required by and listed in the <i>SUNY Board of Trustees Policies</i> .				

## Objective 2A: Enhance Faculty Effectiveness

PRIORITY (A-C)	STRATEGY 5	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Create dedicated faculty multipurpose Engagement Hub to increase formal and informal interactions of faculty to increase cohesion, and support intellectual interactions (also see Objective 2E, Strategy 4).*</p> <ul style="list-style-type: none"> <li>• Will also house Center for Excellence in Teaching and Learning (CETL)</li> <li>• With a CETL Coordinator to work with TLRC and FS to design and deliver:**</li> <li>○ Yearly survey of faculty assessments of role of TLRC in enhancing faculty outcomes, establish baseline and benchmarks</li> <li>○ Comprehensive <i>Faculty Handbook</i> including edit of <i>ARPT Manual</i> ***</li> <li>○ Face-face <b>required</b> faculty orientation for all initial appointments**</li> <li>○ Workshops on student population specific approaches to effective teaching and mentoring, mentoring of faculty in design and delivery of educational strategies/ILOs**</li> <li>○ Yearly workshop on funding to increase participation in scholarship of teaching initiatives and attendance at scholarship of teaching conferences/events</li> <li>○ Two per semester open topic “safe-space” <i>fora</i> for Untenured Faculty to share challenges/successes, provide mentoring across programs/schools</li> <li>○ Yearly “Contingent Faculty Presentation Day”</li> </ul>	<p>Create structure for Faculty Hub</p> <p>Define criteria for CETL Coordinator</p> <p>Hire coordinator</p> <p>Review and vote via faculty governance process</p> <p>Conduct survey</p> <p>Design, faculty review and vote; Conduct orientations</p>	<p>Joint Task Force for Enhancement of Faculty Engagement, FS, AA, PO, Facilities</p> <p>ARPT, FRR, FS, Expand TLRC to address task with all necessary units engaged</p> <p>AA, FS, Staff re Objective 2A, Strategies 2 &amp; 3</p> <p>AA, Facilities, TLRC, School Deans, rep from Dept. chairs</p>	<p>As soon as possible</p> <p>May 2019</p> <p>Oct. 2019</p> <p>Sept. 2018 – Oct. 2019, as ready</p> <p>Dec. 2019</p> <p>Sept. 2019 and ongoing</p> <p>As soon as possible</p> <p>As soon as possible</p> <p>2019-2020</p>

## Objective 2A: Enhance Faculty Effectiveness

	<ul style="list-style-type: none"> <li>Increase office access for contingent faculty and extra service pay to full-time Faculty. Use CETL Office (in NAB). ****</li> </ul>			
<b>RESOURCES</b>	<b>Item</b>	<b>Number</b>	<b>Cost</b>	
Facilities	Coordinator's Office, Dedicated Meeting Room for small-medium groups to 30 participants. Multipurpose Faculty Engagement Center to include formal and informal space for increasing faculty interactions, and trainings, orientations, workshops. <b>(See Objective 2A General Note)</b>	1 1-2	\$40,000/yr.	
Materials	Smart deck setup with screen and projector; Computer stations Conference tables Chairs	1 6 3 30		
Personnel	Chair of TLRC CETL Coordinator (12 month) \$100 stipend to all initial appointment contingent faculty to attend orientation  Extra-service pay for 2 full-time faculty in NAB, at \$2,500 each (1 M/W, the other T/R) per semester (16 weeks)	Per semester 1 30-50/yr.  2 faculty	Course release \$65- \$70,000/yr. \$3,000- 5,000/yr.  \$10,000/yr.	
<b>NOTES:</b>				
<p>* Potential to locate a Center for Excellence in Teaching and Learning in new NAB/Library/STEM Facility with priority scheduling for larger events to Red Room (NAB 2034) and NAB 1100.</p> <p>** Works with Justice Center Coordinator and Sponsored Research Grants Specialist to find self-generating funds to develop workshops, conferences and other initiatives.</p> <p>*** Content to orient all initial appointments (full-time and contingent faculty) to include College specific teaching culture and climate, expectations, requirements, students. To include a brief history of College, College Mission and Values, LEAP requirements, College-wide Learning Outcomes, early warning system, importance of midterm grades, syllabus preparation, specific needs of College student population/demographics, basic responsibilities and rights, access to office space and resources.</p> <p>**** A more ambitious version of the proposed "after-hours" support by full-time faculty for adjuncts would be for the Natural Science departments to select one of their administrative/department offices (already equipped) to remain open past 4:30 pm, allowing a FT Faculty member(s) to provide support to evening contingent faculty and to receive extra-service pay two-four days per week.</p>				
<b>Supporting Details for Objective 2A, Strategy 5, Purposes:</b>				
<p>a) Support enhancements to teaching technology and skills, advance initiatives across the faculty</p> <p>b) Increase teaching support resources for contingent faculty when department offices/conference rooms are not accessible.</p> <p>c) Increase interactions of early career faculty across campus populations; reduce silo mentoring; increase cross-curricular interactions in "safe-space," model mentorship excellence</p>				





## Objective 2A: Enhance Faculty Effectiveness

- 6a. **Outcomes:** Pay equity, job satisfaction; compensate within rank growth and contribution. Fair and equitable compensation along with opportunities for extra service compensation for full-time faculty, and fair compensation to full-time faculty who take on job functions requiring a significant increase in time and attention should result in increased job satisfaction and increased engagement on campus with peers, as leaders in service and with students, since compensatory income via extra service pay for high impact functions (i.e., classroom teaching, research and project mentoring, administrative departmental functions as Chair, committee service above and beyond that expected by SUNY such as course releases for faculty chairs on high task demand governance roles). Please refer to <https://www.insidehighered.com/news/2013/02/11/university-tries-deal-salary-compression-among-faculty-members> for an approach to remediate compression and inversion. It includes a perspective on the impact of such on senior faculty motivation and performance and the value of remediating such market forces (much lower cost to system in the long run). The article argues for large percentage increases. While percentage increases seems equitable, it actually increases differentials between those with higher and lower salaries while recognizing the equivalent level of performance. Flat step pay is more equitable. Redress inequity by addressing salary compression directly; address increases to salary by compensation for “equivalent quantity/quality of performance” via flat step pay.
- 6b. **Outcomes:** Reduce number of contingent faculty, increase student-fulltime faculty contact, enhance student retention and completion, provide equitable increase to salary via extra-service pay. Increasing extra-service compensation per course to full-time faculty should encourage more full-time faculty to take on extra service courses, helping to increase full-time contact in all aspects of teaching while adding to full-time faculty increases in total yearly compensation, and to remain at the college with their students to receive that benefit. We are compensating contingent faculty for undergraduate courses (at lower rates than \$4,500), but, the losses to contact and engagement with full-time faculty likely cost us in encouraging student retention by reducing contact with full-time faculty who are required to advise and mentor students, while contingent faculty are not. Full-time faculty would be replacing contingent faculty who currently teach approximately 40% of our courses across these sessions. Increased contact with full-time faculty increases student retention and completion.
- 6c. **Outcomes:** Equity and motivation, satisfaction. Allows faculty, students, staff, and full-time faculty to identify roles and preparation levels of contingent faculty positions/responsibilities.
- 6e. **Outcomes:** Would function to bring qualified new faculty to the campus, support early career untenured faculty and serve as a regional model for effective green low impact and low cost residential design. Designed rationally with green energy, water, and materials, this building would be operationally low cost with regard to utilities costs, carbon emissions and be designed to generate zero net metering from its first day of operation. Faculty “in-residence” would also provide potential for increasing engagement between faculty and students via campus programming.
- 6e. & 6f. **Outcomes:** Increase acceptance of initial appointments, support early career faculty, provide immediate housing, increase faculty-student interactions, and leverage marketing of model green residential housing.

### OBJECTIVE 2A: GENERAL NOTE.

It would be efficient and effective to put the personnel staff from Strategies 2, 3 and 5 in a common location sharing facilities for administrative work and a large multipurpose meeting place for enhancement of small (n= 10) and larger (n=30) group trainings and formal and informal intellectual interactions, to include light food service that belongs only to the Faculty and is scheduled only by those staff and the FS, creating a faculty directed *centralized hub* for enhancement of intellectual advancement to decrease silos, increase faculty engagement and advance intellectual efficacy. The room should have a set of 6 computer stations for small group trainings and a smart deck set up for larger presentations.

## Objective 2B: Enrich/Optimize Academic Offerings

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Analyze the current state of the academic programs at the College, identify areas for developing new academic programs, continue support for previously established high growth/needs areas and areas with related academic infrastructure needs within the College (e.g., new construction to support STEM programs, Public Health, speech clinic, and to revitalize/improve Media/Communications facility, revitalize the Visual Arts facilities see Objective 2E, Strategies 1, 2, and 3), and formulate a set of guiding principles for future academic program development</p> <p>A. The analysis will be in terms of</p> <ul style="list-style-type: none"> <li>○ alignment with college mission;</li> <li>○ Faculty-Student ratio and contact hours;</li> <li>○ existing strategic efforts and commitments</li> <li>○ market needs and potential growth;</li> <li>○ faculty qualification and strength;</li> <li>○ break-even analysis;</li> <li>○ cost/benefit analysis;</li> <li>○ student interest (e.g. music, Black studies, LGBTQ studies, criminal justice, speech and language)</li> <li>○</li> </ul> <p>B. Existing academic programs will be analyzed including</p> <ul style="list-style-type: none"> <li>○ Graduate and undergraduate programs of the Schools of Arts and Sciences, Business, Education, and Professional Studies</li> <li>○ Programs currently in development in the 4 schools (inc. BS in Bioinformatics, BS in 3D Fabrication, MS in Data Analytics, Applied Social Research, MS in Forensic Accounting, MS in Health Care Management, Online MS in Accounting)</li> <li>○ Summer and Winter programs</li> </ul>	<p>Generate and distribute a “state of programs” report with recommendations and guiding principles for ongoing and future program development.*</p>	<p>AA task force.**</p>	<p>Fall 2019</p>

## Objective 2B: Enrich/Optimize Academic Offerings

	<p>C. Possible future programs include</p> <ul style="list-style-type: none"> <li>○ Post-baccalaureate offerings</li> <li>○ Post-traditional credentials like certificates, badges, and minors designed as “stackable” or -“laddering” credentials (a la neuroscience and digital design marketing) (see Objective 4A, Strategy 4, item 1)</li> <li>○ Online degree programs (see Objective 4A, Strategy 4, item 4)</li> <li>○ Traditional undergraduate and graduate degrees, especially in STEM, technology, health professions</li> </ul>			
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel	Chairing/co-Chairing the task force will require extra service or one course release for two to three faculty members or the dedicated service of an administrator, if the CAP chair is not co-Chairing. Each school should be represented.			Estimated \$10,800
<p><b>NOTES:</b> *This should be performed as a conformance initiative in support of Objective 4D.          ** In consultation with CAP and the Division of Business and Finance, establish a college-wide task force including faculty, administration, staff, and student representation. The task force will review existing program five-year reviews; work with Institutional Research; work with individual programs to gather data.</p>				

## Objective 2B: Enrich/Optimize Academic Offerings

PRIORITY (A-C)	STRATEGY 2	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Assess existing and introduce new learning initiatives that increase the quality of learning, including</p> <p>A. Advance the mission-based Institutional Learning Outcomes by means of the LEAP adoption and implementation as a conceptual/structural framework to formatively develop and benchmark academic initiatives/programs in terms of their impact on student growth and success and alignment to the mission (Since these largely reside within or are applied to courses at the present time) <a href="https://www.aacu.org/leap/essential-learning-outcomes">https://www.aacu.org/leap/essential-learning-outcomes</a></p> <ul style="list-style-type: none"> <li>○ WAC in terms of written communication, but perhaps as it also reflects reading and oral communication as complementary critical skills.</li> <li>○ QRIL (Quantitative Reasoning and Interconnected Learning) in terms of Quantitative Literacy</li> <li>○ Study Abroad as a High Impact Applied Learning Pedagogy.</li> <li>○ CALL for what it offers in terms of High Impact Applied Learning Pedagogy</li> <li>○ Continue with evaluation/development of AL as graduation requirement</li> <li>○ Digital Literacy: promote student’s facility with digital media as creative and productive tools in both all-digital environments and in hybrid digital/analog contexts</li> </ul>	<p>A. 1) Create joint faculty/administration Task Force on Institutional Learning Outcomes (ILO)*</p> <p>A. 2) Schematize the formative structures (within faculty governance, academic depts., etc.) and supports for LEAP and the assessment of its related student learning outcomes**</p> <p>A. 3) Develop metrics for the mission aligned benchmarking of the LEAP implementation and its impact on student growth and success.</p> <p>A. 4) Develop strategic budgeting/resource plan to sustain, advance &amp; assess formative structures.</p> <p>Execute the implementation of</p>	<p>A. 1) &amp; 2). Joint Task Force on Institutional Learning Outcomes (ILO)*</p> <p>A. 3) Joint Task Force ILO, LEC, CAP, Academic Assessment</p> <p>A. 4) Joint Task Force ILO***</p> <p>DL, ITS</p>	<p>Fall 2021 – Spring 2023****</p> <p>Spring 2020</p> <p>Spring 2020</p> <p>Fall 2019, then ongoing</p>

## Objective 2B: Enrich/Optimize Academic Offerings

	<p>B. Distance Learning (hybrid and fully online)</p> <ul style="list-style-type: none"> <li>○ Including strengthening departmental oversight via training for chairs and incorporation into five year reviews</li> <li>○ Create a joint administrative/faculty task force/governance committee to promote core standards</li> <li>○ Regularize the executive leadership of Distance Learning by either hiring a staff director or appointing a Faculty member with course releases and a stipend</li> </ul> <p>C. Enrichment Programs</p> <ul style="list-style-type: none"> <li>○ Freshman Year</li> <li>○ Honors College</li> <li>○ CSTEP</li> <li>○ EOP</li> <li>○ Global Education</li> <li>○ CALL</li> <li>○ Honor Societies</li> </ul>	<p>SUNY OW's Open SUNY Institutional Readiness Assessment (OS-IRA) post step 3</p> <p>Continue the strategic consideration of blended and hybrid instructional modalities in conjunction with digital literacy learning outcomes of LEAP and the formative structures to sustain this implementation.</p> <p>First Year/CALL Programs, Honors College, CSTEP, EOP, Study Abroad, (ask offices for their plan). Work to develop goals and measures where applicable, particularly as they advance institutional academic goals and improved student learning outcomes.</p> <p>Strategize an intra-institutional best practice exchange process across programs through semi-annual meetings and shared-service where applicable.</p> <p>Use this best practice exchange process as a</p>	<p>AA, Deans, Academic Depts., CAP, DL</p> <p>AA, DL, FS</p> <p>AA, DL</p> <p>Program directors and their respective staffs.</p> <p>Faculty governance, TLRC, Schools/Deans, Academic Depts. Coordinate this initial effort through ad hoc committee/task force</p>	<p>Ongoing</p>
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## Objective 2B: Enrich/Optimize Academic Offerings

	<p>D. Enhanced pedagogically oriented Professional Development for Faculty</p> <ul style="list-style-type: none"> <li>○ Create a Center for Excellence in Teaching and Learning</li> <li>○ Increase workshops on pedagogy, including online, traditional, hybrid, and active learning formats</li> <li>○ Hire at least one additional Instructional Designer to support expanded faculty use of electronic and active learning teaching resources</li> </ul>	<p>means to strategically institutionalize best practice.</p> <p>Develop a cogent plan that strengthens current operations, as an integral component of the LEAP adoption, which will act as part of a feedback loop to prioritize faculty professional development for teaching to improve LEAP student learning outcomes. This plan should incorporate the Open SUNY Institutional Readiness Assessment and Strategic Plan, which includes faculty development to address digital literacy learning outcomes and proficiencies across instructional modalities beyond the traditional face-to-face (f2f) classroom environment.</p>	<p>AA, TLRC, DL, ITS</p>	<p>Fall 2019, then ongoing</p>
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel	<p>A. Academic Assessment (Part A above) will require some increase in service beyond current allocations. A.4) may produce some additional budgetary recommendations after year 2.</p>		A. 1	A. \$3,600 (Course release)

## Objective 2B: Enrich/Optimize Academic Offerings

	<p>B. Distance Learning Leadership: a Director of Distance Learning should be appointed.</p> <p>D. Instructional Designer (see Objective 1A, Strategy 9 and Objective 2D, Strategy 2)</p>	<p>B. 1</p> <p>D. 1</p>	<p>for Academic Assessment) A3) Maximum \$18,000 extra service for Joint Task Force, (less if Academic Assessment and IR provide significant leadership of the effort).</p> <p>B. \$22,000 (2 course releases @\$3600 each plus stipend @ \$15000 for calendar year)</p> <p>D. \$80,000</p>
<p><b>NOTES:</b> * In first year of Strategic Plan to hash out and implement faculty recommendations and report annually on the progress for the maximum two year life of the task force, to work with LEC, CAP, Schools, Academic Departments, Academic Programs/Initiative Coordinators, Enrollment Services and Academic Affairs.</p> <p>**As part of the ongoing campus wide coordination of the LEAP adoption and implementation across academic programs and academic initiatives, as the initial step related to A.1).</p> <p>***In consultation with Division of Business &amp; Finance</p> <p>****While annual reporting should capture incremental development, in year 3 a more comprehensive report should include the formative elements of the mission-aligned metrics and strategic budgeting/resource plan of A.3). &amp; A.4).</p>			

## Objective 2B: Enrich/Optimize Academic Offerings

PRIORITY (A-C)	STRATEGY 3	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
B	Continue to support, expand and improve the institutional coordination of academic support services including <ul style="list-style-type: none"> <li>• Academic Advising</li> <li>• Career Planning and Development</li> <li>• Math Learning Center,</li> <li>• Math Redesign Lab</li> <li>• Tutoring Center</li> <li>• Writing Center</li> <li>• Online tutoring</li> <li>• Teacher education test preparation tutoring center</li> </ul>	Support the continued development of the “Student Success Center”*  Implement EAB for academic advising  Reinstitution of the full time Coordinator position that was cut for Math Learning Center (MLC)  Keep funding for Online tutoring.	AA, SA, Facilities Management, CP  AA, ITS, Advisors, Faculty  AA, BF, MLC  AA, BF	Ongoing  Ongoing  Ongoing
RESOURCES	Item		Number	Cost
Facilities				
Materials	Online tutoring system (e.g., Smarthinking)		300 hours	\$7,500/yr.
Personnel				
<b>NOTES:</b> *Increase the profile and utility for support services by continuing to further the centralization of certain campus wide academic support services, and timely referrals to other dedicated subject matter services (e.g. Math Redesign, Math Learning Center and Writing Center).				

## Objective 2C: Showcase Campus as a Hub of Scholarly and Creative Activity

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Expand communication of academic strengths through coordinated marketing efforts and increased full-time faculty/student/alumni/ public engagement (also see Objective 4B, Strategy 10)</p> <ul style="list-style-type: none"> <li>• Have surrounding community and then Nassau and Suffolk counties “Discover OW” as a weeknight and weekend “haven” for the creative and academic mind.</li> <li>• Create a “welcome to campus” committee</li> <li>• Via advertising, invite surrounding community to campus for academic events, conferences, debates, lectures, art shows, performances</li> <li>• Show off OW intellectual capital and the success of OW graduates</li> <li>• Increase placement of news about College accomplishments in local community and business publications</li> <li>• Highlight social justice mission and value of ethical leadership in recruitment and other publicity materials (e.g. signage, brochures, website, audio/video, news outlets) to illustrate Old Westbury degree as asset for careers as well as life-long learning</li> </ul>	<p>Initiate broader print, TV, radio, social media campaign to create new image of OW as “the place to be” on evenings and weekends to learn and be creative with like-minded, curious people. Like Channel 13! Create a brand: e.g., “OW just got Bigger!” or “Discover the learner in you.” Or “Satisfy your Curiosity!”</p> <p>Have “greeter/guide” at each entrance to College with printed maps and brochure of latest offerings, preferably OW students.</p> <p>Create seasonal calendar of events so at a glance people can see all OW offers. Host academic conferences, Honors, MLA, etc. Offer local art and theater groups a space to perform for a reasonable fee, and space to teach students.</p>	<p>ASC , IA, Alumni Affairs, PMR, Faculty</p>	<p>Fall 2019</p> <p>Fall 2020 – Fall 2021</p> <p>Fall 2020 – Fall 2021</p> <p>Fall 2020 – Fall 2021</p> <p>Fall 2019</p> <p>Fall 2020</p> <p>Fall 2019</p> <p>Fall 2021 – Fall 2023</p>

## Objective 2C: Showcase Campus as a Hub of Scholarly and Creative Activity

	<ul style="list-style-type: none"> <li>Assess results of efforts and refine strategy</li> </ul>	<p>Have faculty/ guest lecturers feature their scholarly and humanitarian/social justice work. Offer regular interdisciplinary workshops.</p> <p>Invite alumni for roundtable discussions with faculty, students, and public. Work with Alumni Affairs for alumni outreach</p> <p>Work with IR to develop effective assessment instruments</p>		
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities	An on-campus office with appropriate equipment in Public Relations to serve as the home for “Discover OW” programs/events;		1	TBD
Materials	Print and on-line brochures; pamphlets; TV, social media advertisement fees for commercial spots		1,000 pamphlets	\$50,000
Personnel	Additional web and/or social media staff person in Public Relations		1/4	\$15,000
<p><b>NOTES:</b> 1) One office to coordinate and publicize academic/creative events to campus, local community and beyond.                  2) All costs are for first year only.</p>				



## Objective 2C: Showcase Campus as a Hub of Scholarly and Creative Activity

		for future feeder high schools		
		Hold and televise political debates/activities.		
		Host special events that target specific cohorts such as the elderly, special needs, librarians' associations; MLA; cultural/ethnic groups		
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities	Classrooms; lecture halls; theaters		10 (assume 5 classroom events; 5 hall/theater events)	Approx. \$3,000 in foregone rental fees
Materials	Brochures; advertising costs for print and electronic media; commercial video		1 video; 1,000 print	\$5,000
Personnel	Student guides, College personnel, and external contractors (AV)		10 events	Approx. \$5,000
<b>NOTES:</b> All costs are for first year only.				

<b>PRIORITY (A-C)</b>	<b>STRATEGY 3</b>	<b>OUTCOME/ACTION</b>	<b>UNIT(S) RESPONSIBLE</b>	<b>TIMEFRAME</b>
B	Continue to improve College website as the face of the institution <ul style="list-style-type: none"> <li>• Create focus groups of OW and other students, their parents, OW faculty and staff to assess the quality, and effectiveness of the web information.</li> </ul>	Review website to see where best to display academic and co-curricular annual calendar of events and related information  Academic achievements, scholarly	PMR, IA	Ongoing  Fall 2019  Ongoing

## Objective 2C: Showcase Campus as a Hub of Scholarly and Creative Activity

	<ul style="list-style-type: none"> <li>• Divide site clearly into academic and co-curricular offerings</li> <li>• Have OW present a clear “visual” identity via photos and video on website</li> </ul>	<p>works, curated art events, and other accomplishments of faculty and staff appear on website.</p> <p>Showcase creative spaces, activities and events that emphasize creativity, culture and the arts.</p> <p>Create video re: “OW now has even more to offer!” Success stories from alums and current students</p>		Fall 2019
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities	OWTV studio with blue screen; classroom to show video to focus groups			
Materials	Materials needed for video and web enhancements; Video recorder; paper/printer for focus group surveys.			\$500
Personnel	Additional web and/or social media staff person in Public Relations.		1/4	\$20,000
<b>NOTES:</b> All costs are for first year only.				

## Objective 2D: Upgrade Academic Technology

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Continuously assess instructional technology needs of the College (Faculty, Students, Staff)</p> <ul style="list-style-type: none"> <li>• Determine benchmarks of IT usage based on established baseline, developed in consultation with all constituencies: faculty (via governance), Academic Affairs, students (via SGA).</li> <li>• Develop an annual survey to assess use of available Instructional technology in all course delivery modes, e.g. face-to-face, hybrid, online.</li> <li>• Investigate means to enhance student identity verification for online courses.</li> </ul>	<p>Establish Benchmarks</p> <p>Deploy survey, and collect and analyze data to assess current use/baseline of available Instructional Technology</p> <p>Decide on appropriate verification method(s)</p>	<p>AA, ITS</p> <p>AA, IT, TLRC</p> <p>DL, AA, ITS</p>	<p>Fall 2019</p> <p>Annually</p> <p>Fall 2018 – Fall 2020</p>
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
	Facilities			
	Materials	Student Identity Verification System software (e.g., ProctorU)		TBD
	Personnel			
<b>NOTES:</b>				

## Objective 2D: Upgrade Academic Technology

PRIORITY (A-C)	STRATEGY 2	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Promote access and ensure affordability of teaching and learning resources for faculty and students to foster academic success</p> <ul style="list-style-type: none"> <li>Educate and Train the campus of the value and use of existing and future Instructional Technology – Degree Works, LMS, Student Success Collaborative, Student Retention Performance, etc.</li> <li>Support innovation by continuing to provide opportunities for departments and individual faculty to gain access to emerging technologies through competitive processes such as extramural and intramural grants, e.g. Faculty Development Grants and IT Governance Software Grant</li> <li>Develop opportunities to provide students with access to software and technology that will position them to succeed in the workplace or graduate/professional school</li> <li>Emphasize non-digital as well as digital resources available through SUNY OER initiative.</li> <li>Develop processes to support digital content (Etexts/Econtent) in the classroom that reduces the cost of education</li> <li>Investigate opportunities to provide flexible active learning spaces for faculty to experiment with new technology and different pedagogical modalities.</li> </ul>	<p>Training sessions, Workshops, provide “playground” or Active Learning space for experimentation and evaluation of the different pedagogical modalities</p> <p>Disseminate funding opportunities (e.g., SUNY OER Initiative) and support grant writing.</p> <p>Disseminate opportunities and implement workshops.</p> <p>Affordable Etexts</p> <p>Develop and implement workshop series during Academic Year.</p>	<p>ITS, AA, FS</p> <p>RF, AA, TLRC, ITS</p> <p>ITS, SA</p> <p>ITS, TLRC, OSSD, SUNY OER Program Leads</p> <p>ITS, TLRC, SUNY OER Program Leads</p> <p>ITS</p>	<p>Fall 2019</p> <p>Annual</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities	Active Learning Classrooms (6), TV Studio, Lecture Capture Classrooms (4)		11	\$ 300,000
			76 Classrooms	\$ 1,000,000

## Objective 2D: Upgrade Academic Technology

	Migrate the SMART classrooms from the “stand and deliver” approach to Active Learning spaces, Student centered, project based learning. Collaboration Software. Digital Textbooks and Materials		
Materials	Software, Hardware (Lecture capture, TVs, Cameras, Speakers, Laptops, Speakers) and appropriate furniture		\$ 180,000
Personnel	Instructional Designers (see Objective 1A, Strategy 9 and Objective 2B, Strategy 2.D)	2	\$ 140,000
	Instructional Designer/Videographer	1	\$75,000
<b>NOTES:</b>			

PRIORITY (A-C)	STRATEGY 3	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Develop, implement and expand digital literacy programs in partnership with faculty that makes use of evidence-based pedagogies <ul style="list-style-type: none"> <li>• Work with all Constituencies and Campus Partners to increase participation in e-Learning</li> <li>• Promote seamless integration of traditional, online and hybrid modes of instruction</li> <li>• Digitize relevant and appropriate educational content</li> <li>• Promote the use of digital methods of delivery (Portal, LMS, OneDrive, Collaborate, Mobile Apps) for teaching and learning</li> </ul>	Creation of digital educational “artifacts” that can be used synchronically and diachronically.	ITS, TLRC, DL	Ongoing
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel				
<b>NOTES:</b>				

## Objective 2E: Upgrade and Expand Academic Facilities

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Consistent with the projected growth in STEM and Public Health majors and the expansion of academic programs in these content areas (see Objective 2B, Strategy 1) continue to support lobbying efforts for expansion and renovation of the Natural Sciences Building and a new STEM building:</p> <ul style="list-style-type: none"> <li>• Showcase academic departments as part of a lobbying effort for state and private funds.</li> <li>• Expand reach of C-STEP (Collegiate Science &amp; Technology Entry Program) program as recruitment incentive to majors in STEM</li> <li>• Support efforts by the STEP (Science &amp; Technology Entry Program) program servicing local school districts as part of our recruitment watershed, e.g. Westbury, Uniondale and Freeport.</li> </ul>	<p>Schedule fundraising events/visits to state representatives</p> <p>Targeted recruitment events</p> <p>Targeted recruitment events</p>	<p>PO, IA, CP, PMR, relevant Academic Departments</p> <p>ES, C-STEP</p> <p>ES, STEP</p>	Ongoing (every semester)
RESOURCES	Item		Number	Cost
Facilities	New STEM Building (also see Objective 1A, Strategy 1)			\$120 million
Materials				
Personnel				
<b>NOTES:</b>				

## Objective 2E: Upgrade and Expand Academic Facilities

PRIORITY (A-C)	STRATEGY 2	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
B	<p>Consistent with the sustained growth in Media and Communication majors and to prepare them for entry in related professional fields (see Objective 2B, Strategy 1), upgrade the campus television studio (G-wing) to create a Hybrid Production Studio:</p> <ul style="list-style-type: none"> <li>Showcase academic departments as part of a lobbying effort for state and private funds.</li> </ul>	Schedule fundraising events/visits to state representatives	PO, IA, CP, American Studies Dept.	Ongoing
RESOURCES	Item		Number	Cost
	Facilities			
	Materials			
	Personnel			
<b>NOTES:</b> Two grant submissions (\$1 million and \$125,000) are currently under review.				

PRIORITY (A-C)	STRATEGY 3	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
B	<p>Consistent with growth in Visual Arts majors and expansion of academic programs (see Objective 2B, Strategy 1), support Campus Center F Wing Renovation: Phases 1 &amp; 2: Renovation of Campus Center F Wing to provide for upgrade (Phase 1) and expansion (Phase 2) of Visual Arts facilities.</p> <ul style="list-style-type: none"> <li>Showcase academic departments as part of a lobbying effort for state and private funds.</li> </ul>	Schedule fundraising events/visits to state representatives	PO, IA, CP, Visual Arts Dept.	Ongoing
RESOURCES	Item		Number	Cost

## Objective 2E: Upgrade and Expand Academic Facilities

Facilities			
Materials			
Personnel			
<b>NOTES:</b>			

PRIORITY (A-C)	STRATEGY 4	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
B	Identify and renovate space for the Center for Excellence in Teaching and Learning (see Objective 2A, Strategy 5). <ul style="list-style-type: none"> <li>Identify available spaces</li> <li>Renovate space including WiFi, computers, and instructional technology</li> </ul>	Designate space Space renovated	AA, M&O, ITS AA, M&O, ITS	Spring 2019 Fall 2019
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel				
<b>NOTES:</b>				

## Objective 2E: Upgrade and Expand Academic Facilities

PRIORITY (A-C)	STRATEGY 5	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME	
A	Develop process for strategic planning of future capital needs <ul style="list-style-type: none"> <li>• Direct the Capital Planning Advisory Committee to work with the Strategic Planning, Assessment, Analysis and Review (SPAAR) committee to develop a process for planning future capital needs.</li> </ul>	Issue report  Begin planning process	SPAAR committee, Capital Planning Advisory Committee	Early 2019  June 2019	
RESOURCES	Item			Number	Cost
	Facilities				
	Materials				
	Personnel				
<b>NOTES:</b>					

# GOAL

# 3

## **GOAL 3: CULTIVATE SOCIAL JUSTICE AND ENVIRONMENTAL RESPONSIBILITY**

**Old Westbury will promote diversity, intercultural understanding, student engagement, and community partnerships to build a more just and sustainable world.**

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## Objective 3A: Sustain and Increase the Diversity of Faculty and Staff

PRIORITY (A-C)	STRATEGY	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p><b>Strategy 1:</b> Recruit faculty and staff whose diversity reflects the student body (racial, ethnic, religious, gender/sexuality, economic, region, etc.)</p> <ul style="list-style-type: none"> <li>a. Assess current diversity of faculty/staff compared to national, regional institutions</li> <li>b. Examine hiring patterns, blind spots</li> <li>c. Identify recruiting sources that will assist in maintaining and building the diversity of our staff and faculty</li> </ul> <p><b>Strategy 2:</b> Develop diversity/inclusion training for department Chairs, division heads and hiring committees prior to convening faculty and staff searches</p> <p><b>Strategy 3:</b> Enrich orientation and training for new staff and faculty</p> <ul style="list-style-type: none"> <li>a. Solicit feedback and assess current orientation and training practices</li> <li>b. Add inclusion &amp; diversity training</li> <li>c. Assess effectiveness of online training modules, consider alternatives</li> </ul>	a. Identify and utilize recruiting/advertising sources not currently being accessed that target diverse populations.	a. PMR and HR, in consultation with AA and SA*	Fall 2019
A		b. Identify and implement a comprehensive and mandatory supervisory training program for all employees with direct reports.	b. HR, SA*	Fall 2019
B		c. Identify and implement multicultural competency training for faculty, staff and students. <ul style="list-style-type: none"> <li>• Include an overview of diversity &amp; inclusion initiatives during new faculty and staff orientations.</li> </ul>	c. AA, ES, HR, SA*	Fall 2019
		d. Explore and identify opportunities for advanced professional/educational attainment and development (i.e. – professional conferences, for-credit courses, etc.).	d. SA* and AA, in consultation with HR	Fall 2020

## Objective 3A: Sustain and Increase the Diversity of Faculty and Staff

A	<p><b>Strategy 4:</b> Develop strategies to retain staff and faculty</p> <ul style="list-style-type: none"> <li>d. Find out why/which faculty/staff stay</li> <li>e. Assess why some staff and faculty leave (i.e., “close loop”)</li> <li>f. Conduct and review exit interviews for faculty/staff who leave</li> </ul>	e.	<p>Create and implement a cross-functional team of faculty and staff to study and examine the longevity and retention of faculty and staff (over the last five years), in relation to items such as salary, location pay, affordable housing, childcare, and campus/community academic and social engagement.</p>	e.	AA, SA* HR	Fall 2020
B	<p><b>Strategy 5:</b> Develop resources to help faculty and staff manage high cost of living in region:</p> <ul style="list-style-type: none"> <li>• Conduct needs analysis of new faculty and staff (Focus groups, surveys)</li> <li>• Investigate typical practices at competitive institutions for: <ul style="list-style-type: none"> <li>○ Child Care subsidies</li> <li>○ On-Campus faculty/staff housing options</li> <li>○ Transportation options</li> <li>○ Facilities’ needs, such as locker-room space in gym, bathrooms, eating areas, etc.</li> <li>○ Transitional Housing for new faculty/staff (about a year)</li> </ul> </li> </ul>					
<b>RESOURCES</b>	<b>Item</b>			<b>Number</b>		<b>Cost</b>
	Facilities					
	Materials	Unknown fees associated with registering on websites to post faculty and professional staff		TBD		TBD
	Personnel					
<b>NOTES:</b> *Student Affairs contains the Chief Diversity Officer.						

## Objective 3B: Build on Student Diversity to Foster Campus-wide Community of Inclusion and Respect

PRIORITY (A-C)	STRATEGY	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p><b>Strategy 1:</b> Foster inclusive campus, sense of community, and shared space</p> <ul style="list-style-type: none"> <li>• Program events and activities that structure interactions and community-building among students, faculty and staff               <ul style="list-style-type: none"> <li>○ Offer, for example, Social justice film series, lecture series, etc.</li> <li>○ Assess impact of schedule change; consider Common Hour 1 pm to maximize interactions: faculty, students, staff</li> </ul> </li> <li>• Develop more communal, interactive spaces               <ul style="list-style-type: none"> <li>○ Create additional communal, indoor and outdoor spaces, where people can gather</li> <li>○ Continue support for work of ASC on redesigning the atriums</li> <li>○ Build on growing food options, offer “Culture Cafés” etc.</li> <li>○ Develop social events that bring people together on site</li> </ul> </li> <li>• Assess impact of streaming MTV monitors in public spaces</li> <li>• Review on-line materials and ensure they are ADA compliant</li> </ul>	<p>a. Create an Office of Diversity &amp; Inclusion, within the Division of Student Affairs, and hire two (2) new positions to support office operations and programs.</p> <p>b. Create a budget allocation for diversity initiatives.</p> <p>c. Hire external consulting firm to conduct feasibility study regarding communal space</p> <p>d. Create a committee to study and examine current academic and student affairs sponsored programs related to diversity, inclusion, and sustainability for faculty, staff, and students.</p> <p>e. Create a committee to study and examine the purpose, feasibility, and sustainability of the</p>	<p>a. SA*</p> <p>b. SA*, in consultation with BF</p> <p>c. AA, ES, SA, ASC</p> <p>d. AA, ES, SA</p> <p>e. AA, ES, SA</p> <p>f. AA, ES, SA</p>	<p>Fall 2019</p> <p>Fall 2019</p> <p>March 2019</p> <p>Spring 2019</p> <p>Fall 2018</p> <p>Fall 2019</p>

## Objective 3B: Build on Student Diversity to Foster Campus-wide Community of Inclusion and Respect

		<p>“Common Hour”, across all campus constituents.</p> <p>f. Create a committee that will explore, identify, and develop plan to implement opportunities to engage and celebrate the spirit and purpose of “community” at SUNY OW within and among faculty, staff, and students (exploration should occur over 2018-2019 academic year, with implementation to occur starting Fall 2019)</p> <p>g. Assure accessibility under ADA for all on-line resources.</p>	g. OSSD, DL, HR, PMR, ITS	
A	<p><b>Strategy 2:</b> Promote appreciation of diversity among students</p> <ul style="list-style-type: none"> <li>• Maintain and build on current diversity in student body <ul style="list-style-type: none"> <li>○ Obtain and analyze data on which students thrive at OW (recruit, retain and graduate) by high schools, district, zip code, etc., and develop appropriate marketing materials</li> <li>○ Reach out to professional organizations that seek diversified students to actualize their goal to enroll more minorities in their field</li> </ul> </li> <li>• Foster student knowledge of diversity: <ul style="list-style-type: none"> <li>○ Include diversity and inclusion in orientation sessions for incoming first year and transfer students by 2018 (addressing hate speech, sexual violence, conflict resolution, etc.)</li> </ul> </li> </ul>	a. Form a planning committee to develop annual academic-year calendar of programs, and to review and assess existing Gen Ed outcomes to diversity and global education	a. AA, ES, SA*	Fall 2021

## Objective 3B: Build on Student Diversity to Foster Campus-wide Community of Inclusion and Respect

	<ul style="list-style-type: none"> <li>○ Coordinate and support student-focused diversity initiatives             <ul style="list-style-type: none"> <li>▪ Create annual student diversity program plan</li> </ul> </li> </ul>			
A	<p><b>Strategy 3:</b> Increase effectiveness of Diversity and Inclusion Council</p> <ul style="list-style-type: none"> <li>a. Develop mission and criteria for membership</li> <li>b. Assess composition, activities, effectiveness and cost</li> <li>c. Increase accountability for “cultural competence”</li> <li>d. Provide easy, online access to faculty, staff and students to data, materials about the College’s diversity, equity and inclusion policies and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>a. Continue to provide, monitor, and evaluate campus climate survey, and report/publish results of survey for campus community.</li> </ul>	<ul style="list-style-type: none"> <li>a. SA*</li> </ul>	Spring/Summer 2019
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities	Hiring external consulting firm to conduct feasibility study regarding communal space (may also be tied to Objective 3C, Strategy 2 regarding identifying space for Center for Social Justice, Sustainability, and Community Engagement)		1 firm	\$20,000 - \$30,000
Materials				
Personnel	Create two (2) professional staff (UUP) positions to support the Office of Diversity and Inclusion		2 staff members	\$110,000
<b>NOTES:</b> *Student Affairs contains the Chief Diversity Officer.				

## Objective 3 C: Expand and Institutionalize the College’s Commitment to Social Justice & Capacity as a Regional Community Resource

PRIORITY (A-C)	STRATEGY	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<b>Strategy 1:</b> Pursue Carnegie Community Engagement Designation as public acknowledgement of Old Westbury’s mission-driven work toward “the advancement of teaching elective community engagement.”	<ul style="list-style-type: none"> <li>a. Expand Carnegie Designation Application Team (CDAT) as needed</li> <li>b. Send Team representative(s) to Campus Compact Carnegie Designation Workshop</li> <li>c. Submit Intention to Apply for Carnegie Community Engagement Designation</li> <li>d. Compile existing data, identify and fill gaps necessary for application.</li> <li>e. Complete and submit Carnegie Application to AA</li> <li>f. Review and submit application to Office of the President for submission to Carnegie by application deadline April 15, 2019</li> </ul>	<ul style="list-style-type: none"> <li>a. AA</li> <li>b. CDAT</li> <li>c. CDAT, IR</li> <li>d. CDAT, IR, other appropriate offices</li> <li>e. CDAT</li> <li>f. AA, CDAT</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>When offered</li> <li>Summer 2018</li> <li>Summer 2018 – Winter 2019</li> <li>March 2019</li> <li>By end of March 2019</li> </ul>
A	<b>Strategy 2:</b> Implement “Center for Social Justice, Sustainability, and Community Engagement” (CSJ) as the realization and enhancement of our commitment to Old Westbury’s mission-driven curricular, student life, and community-based social justice initiatives. (See Objective 2A, Strategy 2, and see 2010-2015 Strategic Plan for initial intent.)	<ul style="list-style-type: none"> <li>a. Create task force (“CSJTF”) with representation of stakeholders from faculty, staff/union, students, alumni, community partners, and existing</li> </ul>	<ul style="list-style-type: none"> <li>a. PO, with advice and consultation from AA and SA</li> </ul>	<ul style="list-style-type: none"> <li>Fall 2018</li> </ul>

## Objective 3 C: Expand and Institutionalize the College’s Commitment to Social Justice & Capacity as a Regional Community Resource

		<p>cultural, issue-based, and creative centers on campus.</p> <p>b. Review and assess relevant campus programs and curricula at Old Westbury, including both Academic and Student Affairs (e.g. 2010-2015 Strategic Plan; CALL; CSLI; International Education; Applied Learning; cultural, issue-based, and creative centers; United Nations Academic Impact)</p> <p>c. Develop framework for center structure that builds upon our dedication to fostering community engagement, provides intellectual and physical space for structured and unstructured interaction across difference, and encourages interdisciplinary community-based research that provides applied learning opportunities for students. The Center will codify, coordinate, promote, and leverage faculty initiatives designed to support and advance College mission, institutional learning outcomes, AAC&amp;U LEAP criteria, scholarly activism across teaching, service,</p>	<p>b. CSJTF</p> <p>c. CSJTF</p> <p>d. FS</p>	<p>Fall 2018</p> <p>Fall 2018 – Spring 2019</p> <p>Fall 2019</p>
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## Objective 3 C: Expand and Institutionalize the College’s Commitment to Social Justice & Capacity as a Regional Community Resource

		<p>and professional development.</p> <p>d. Discussion and vote by Faculty Governance to endorse Center for Social Justice, Sustainability and Community Engagement</p> <p>e. Establish current baseline of non-SUNYRF funding and establish benchmarks for successful fundraising growth over five (5) years.</p> <p>f. Seek and meet with donors to discuss start-up resources. (See CALL Hagedorn Proposal for the Center for Community Partnerships in Social Justice and Sustainability.)</p> <p>g. Reach out to non-profits and law firms to sponsor internships in connection with social justice</p> <p>h. Identify temporary space suitable for housing CSJ and its programs/initiatives.</p> <p>i. Create CSJ Director position description and allocate funding for professional with non-profit, program development and fundraising expertise.</p>	<p>e. CSJTF, IA, RF</p> <p>f. IA, AA</p> <p>g. CSJ, CPD</p> <p>h. CSJTF, M&amp;O, AA</p> <p>i. CSJTF, in consultation with AA</p>	<p>Fall 2018 – Spring 2019</p> <p>Fall 2018</p> <p>Fall 2020, then ongoing</p> <p>Fall 2019</p> <p>Fall 2019</p>
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### Objective 3 C: Expand and Institutionalize the College’s Commitment to Social Justice & Capacity as a Regional Community Resource

RESOURCES	Item	Number	Cost
Facilities	Hiring external consulting firm to conduct feasibility study regarding Center  This endeavor will require administrative office space and basic operational equipment (office furniture, copier, fax, phone, and computer station) and one space for small & medium sized group needs with Smart Deck set up, multiple round tables and chairs to meet the needs of 30 attendees, coffee, and light food service.	1 firm	\$20,000 - \$30,000  \$250,000 - \$500,000
Materials			
Personnel	Creation and appointment of Director for Center for Social Justice, Sustainability, and Community Engagement	1 staff person	\$90,000 - \$100,000
<b>NOTES:</b>			

## Objective 3D: Practice and Promote Environmental Sustainability and Social Justice

PRIORITY (A-C)	STRATEGY	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p><b>Strategy 1:</b> Develop and coordinate strategic initiatives that advance the College as a green campus.</p>	<p>(Re-)Establish Campus Green Committee (2009-2010). Review functioning of Sustainability, Tree, and Green Committees and integrate goals and operation into Green Committee (also see Objective 4A). Establish benchmarks to measure green success.</p>	<p>PO, Faculty Governance, SGA</p>	<p>Sept. 2018-Dec. 2018</p>
A	<p><b>Strategy 2:</b> Assess current environmental sustainability practices on campus.</p> <ul style="list-style-type: none"> <li>○ Analyze, benchmark and monitor for quality assurance: campus buildings, systems and operations, including targeted reductions in energy use, emissions, water use and waste stream; and targeted enhancements in recycling, renewable energy, green materials and awareness.</li> <li>○ Gather/analyze/report data and trends for physical plant metrics</li> <li>○ Gather/analyze/report data and trends for waste stream metrics</li> </ul>	<p>Conduct Campus Sustainability Audit consistent with best practices in higher education, and aligned with relevant SUNY and state policies and practices.</p>	<p>Green Committee, Facilities</p>	<p>Sept. 2018-Feb. 2019</p>
A	<p><b>Strategy 3:</b> Adopt/engage in practices consistent with being a green campus.</p>	<ul style="list-style-type: none"> <li>• Minimize heating/cooling waste in buildings</li> <li>• Expand recycling efforts</li> <li>• Engage in “fair trade” purchasing; seek out local, sustainably-harvested food and promotional materials/products</li> <li>• Maintain “Tree Campus USA” designation with the Arbor Day Foundation</li> <li>• Support ongoing campus organic garden project</li> <li>• Find ways to minimize paper/printing waste</li> </ul>	<p>Green Committee, Facilities, Dining Services</p>	<p>Sept. 2018-ongoing</p>

## Objective 3D: Practice and Promote Environmental Sustainability and Social Justice

A	<p><b>Strategy 4:</b> Leverage campus-wide sustainability initiatives for possible external funding, with innovative links to applied learning, civic engagement and/or student research.</p>	<ul style="list-style-type: none"> <li>• Explore funding for renewable energy demonstration project (e.g., Solar/PV parking lot, alternate-fuel vehicle for campus shuttle)</li> <li>• Explore partnership with institutions specializing in engineering/technology to facilitate student projects jointly with Old Westbury</li> <li>• Evaluate Campus Stewardship Plan for potential external funding in partnership with environmental, community or philanthropic organizations</li> </ul>	Green Committee, Office of Research & Sponsored Programs, Facilities, Planning & Construction, BF	Sept. 2018-ongoing
B	<p><b>Strategy 5:</b> Publicize our successes as a green campus.</p>	<ul style="list-style-type: none"> <li>• NAB “LEEDS Gold”</li> <li>• Tree Campus USA</li> <li>• Ongoing/New programs &amp; initiatives</li> </ul>	M&O, Planning & Construction, PMR, BF	Sept 2018-ongoing
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
	Facilities			
	Materials			
	Personnel			
<b>NOTES:</b>				

# GOAL

# 4

## **GOAL 4: STRENGTHEN INSTITUTIONAL EFFECTIVENESS**

**Old Westbury will sustain an inclusive, accessible, and safe environment that fosters student success, inspires and supports teaching and learning, and builds community by advancing the efficiency and effectiveness of College operations.**

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## Objective 4A: Increase Revenue and Savings

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION (● = Action / ○=Outcome)	UNIT(S) RESPONSIBLE (L=Lead)	TIMEFRAME
A	<b>Optimize use of the College's physical space (classrooms and other facilities)</b>			
	1. Set concrete numeric objectives and assess the progress periodically.	<ul style="list-style-type: none"> <li>● Set an overall objective (% reached by Year 5) and annual incremental utilization % goal.</li> <li>● Perform SWOT analysis annually and adjust strategies.</li> <li>● Align optimal use of physical space with policies for energy and sustainability in buildings and operations</li> </ul>	FR, Capital Planning, AA, Facilities Management	Objective %: Fall 2018; Report: End of each Academic Year
	2. Adopt a comprehensive scheduling facility management/monitoring/booking system. (see Objective 4E)	○ Easier preparation of academic course schedules and utilization of classrooms and facilities.	AA =L, ITS, FR	Fall 2019
	3. Undertake campus Sustainability Audit in support of physical plant optimization and in alignment with SUNY and state sustainability policies and goals. (See Notes)	● Establish benchmarks, goals and policies for campus-wide energy and sustainability issues.	Sustainability/Campus Green Committee = L, BF, Facilities Management, AA, RL, FS, FR, SPAAR Committee	Establish Green Committee: Fall 2018  Sustainability Audit: Fall 2018 to Fall 2019
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
	Facilities			
	Materials			
	Personnel			
<b>NOTES:</b> Since essential components of Sustainability involve buildings and operations, this is included in Objective 4C. Progress towards Sustainability goals may require the [re]establishment of Campus Green Committee (see Objective 3D, Strategy 1).				

## Objective 4A: Increase Revenue and Savings

PRIORITY (A-C)	STRATEGY 2	OUTCOME/ACTION (● = Action / ○=Outcome)	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<b>Expand the amount of gifts and find additional ways to provide staffing for fund-raising efforts</b>			
	1. Enhance staffing	● Fill vacant Major Gifts Officer Position.	PO = L, IA	2018-2019
	2. Develop strategic fundraising proposal and related organizational structure; set long-term fund-raising goals; identify and pursue key hires; establish annual and long term budgets (PSR and OTPS).	○ Organization structure, planning and direction	IA = L, PO, BF	Spring 2019 - Summer 2020
	3. Establish comprehensive fundraising policy (General, Special Events, Athletics, Alumni, Panther Pride, etc.) under Institutional Advancement	○ Consolidation of all fundraising efforts; more efficient fundraising operations and greater control of overall request (avoids duplication and annoyance of vendors and campus friends from different college constituents)	IA = L, BF, SA, ASC	Spring 2019
	4. Develop Comprehensive Fundraising Campaign	<ul style="list-style-type: none"> <li>● Assemble Team (staff members, Foundation Board, students, faculty, alumni)</li> <li>○ Collaborative open process enhances buy-in from all stakeholders and campus community</li> <li>● Complete Feasibility Study → Decide Go or NO GO;</li> <li>If GO: <ul style="list-style-type: none"> <li>● Create Theme / Conduct Prospect Screening</li> <li>● Set a Period to Conduct Campaign/Set a Financial Goal</li> <li>● Develop a Budget / Create a Detailed Time Line</li> </ul> </li> </ul>	IA = L, OW College Foundation Trustees, BF, FS	Fall 2018 - Fall 2020
	5. Monitor progress through completion	○ Required oversight to keep campaign on schedule	SPAAR Committee =L, IA	Fall 2018 – Fall 2020
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
	Facilities			
	Materials			
	Personnel			
<b>NOTES:</b> This Strategy could overlap with Objective 4B.				

## Objective 4A: Increase Revenue and Savings

PRIORITY (A-C)	STRATEGY 3	OUTCOME/ACTION (● = Action / ○=Outcome)	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<b>Expand support for research to encourage institutional grant revenue</b>			
	1. Review grant operations and restructure if necessary, including additional staff.	○ Oversight and direction for grant activities	AA =L, RF, BF	Fall 2018
	2. Set concrete numeric objectives for grants increase (in dollars or growth percentage) and assess the progress periodically.	<ul style="list-style-type: none"> <li>● Set an overall objective (dollars or growth percentage to be reached by Year 5) and an annual incremental dollar/percentage goal.</li> <li>● Perform SWOT analysis annually and adjust strategies.</li> <li>○ Numeric objectives identified.</li> <li>○ Strengths and weaknesses identified.</li> </ul>	AA	Report: End of each Academic Year, after the hiring of additional staff
	3. Elevate faculty participation in grant writing and grant promotion	<ul style="list-style-type: none"> <li>● Create a joint Task Force on Sponsored Programs with Faculty Senate: charged with drafting recommendations for an incentive/support structure (e.g., course releases, weighing of grant activity in ARPT decisions, larger start-up grants for researchers, apply grant revenue to departments/schools where possible)</li> <li>● Create peer-mentoring opportunities for grant proposal / management (Best practice showcase, workshop)</li> <li>○ Strategies for faculty participation identified</li> <li>○ Increase in grant participation and revenue.</li> </ul>	AA =L, FS, RF, BF, ARPT, Faculty	Taskforce: Fall 2018  Report: Spring 2019  Peer mentoring: Fall 2018
	4. Seek more federal and other sources and types of grants	<ul style="list-style-type: none"> <li>● Continue exploring research/tech grant opportunities and regional or state initiatives such as “Long Island Research Corridor”, NYSERDA or REDC (NY2020) grants for energy storage projects</li> <li>● Explore support for centers and partnerships with federal, state, foundations and private funders along with shared services with regional SUNY institutions</li> <li>○ Increased sponsored research and institutional grants</li> <li>○ Advancement of Faculty Profile</li> <li>○ Greater returns to College</li> </ul>	AA =L, Faculty, RF, BF, Office of Research & Sponsored Programs	Ongoing  Spring 2020

## Objective 4A: Increase Revenue and Savings

		o Increased awareness of Old Westbury research efforts by external organizations, scientific and business communities.		
	5. Implement policies and recommendations (as feasible) from reviews and Task Force.	o More efficient and effective Sponsored Research operations.	AA =L, RF	
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel	Grant Specialist		1	\$100,000 max.
<b>NOTES:</b> This Strategy closely overlaps with Objective 2A, Strategy 3. Plans to enhance grant revenue should be coordinated with other professional development Strategies set forth in that Objective. It should be noted that the enhancement of grant revenue through faculty research almost necessarily leads to a larger coverage of courses by adjunct instructors, which goes counter to Strategy 1 in Objective 2A, which calls for the reduction of adjunct coverage.				

<b>PRIORITY (A-C)</b>	<b>STRATEGY 4</b>	<b>OUTCOME/ACTION (● = Action / ○=Outcome)</b>	<b>UNIT(S) RESPONSIBLE</b>	<b>TIMEFRAME</b>
A	<b>Develop new, sustainable revenue streams</b>			
	1. Create and Implement Certificate and Badge Programs (see Objective 2B, Strategy 1)	o Certificates and Badges awarded to students during weekend, summer/winter sessions and online programs, etc.	SPS = L, AA, ITS, FS, CAP	Starting Fall 2018
	2. Establish College Financial Assessment for affiliated entities: Alumni Association, Auxiliary Service Corporation, and the Old Westbury College Foundation.	o Constant sources of revenue to College o Increase revenue for College programs and activities.	BF = L, Alumni Association, ASC, OW College Foundation, SPAAR Committee	Fall 2018
	3. Expand rentals of Academic Village and Woodlands residence halls, athletic fields and other campus locations.	● Set a numeric goal for rental revenue increase (by dollars or growth percentage) for each location and monitor periodically ● Conduct SWOT analysis for each location ● Ensure that rental of residence halls and other campus locations is consistent with campus policies for sustainability and energy in buildings and operations o Open and transparent process enhances support of community.	FR = L, Permit Committee, BF, Campus Green Committee	Spring 2019

## Objective 4A: Increase Revenue and Savings

		<ul style="list-style-type: none"> <li>o Expanded customer base.</li> <li>o Renewal of profitable arrangements.</li> </ul>		
	4. Develop and offer more online courses and degrees (see Objective 2B, Strategy 1)	<ul style="list-style-type: none"> <li>● Set a target number of online courses and programs in each Academic Year and monitor.</li> <li>● Interview with chairs of programs with low online courses and identify obstacles.</li> </ul>	DL = L, AA, IR, ITS, FS, CAP	Starting Spring 2019
	5. Create Committee to critically review and incorporate revenue aspects into developing Enrollment Management Plan; consider trends, emerging data, national and regional projections, desired student mix (Full-Time, Part-Time, New York State, Out-of-state, undergraduate, graduate, etc.).	<ul style="list-style-type: none"> <li>o Attainment of “Optimal” Enrollment and Revenue</li> <li>o Implementation of short and long term enrollment strategies.</li> </ul>	Committee (VP ES, CFO, Provost, Deans, IR, ITS, SPAAR Committee)	Fall 2018
	6. Explore “affinity programs” with Alumni Association, OW College Foundation and ASC.	<ul style="list-style-type: none"> <li>o Additional events, programs and activities for campus community.</li> <li>● Bring in notable alumni for presentations.</li> <li>● Better market Homecoming to alumni.</li> </ul>	IA=L, Alumni Association, ASC	Fall 2018
	7. Explore contract research opportunities with community organizations, as mission-oriented revenue sources.	<ul style="list-style-type: none"> <li>● Explore support for research skill-oriented graduate programs (MS Data Analytics, MS Applied Social Research) to develop programs for community partnership and contract research opportunities (program evaluation, data analytics).</li> </ul>	AA, Program Faculty, BF	Fall 2020
	8. Leverage campus-wide sustainability initiatives for external funding opportunities, with innovative links to applied learning, civic engagement or student research.	<ul style="list-style-type: none"> <li>● Explore funding for renewable energy demonstration project such as: Solar/PV parking lot; alternate-fuel vehicle (for campus shuttle).</li> <li>● Explore potential funding for Zero-Energy building construction: new academic space/living laboratory for renewable energy (passive and PV solar, geothermal, energy storage), green materials and water conservation.</li> <li>● Explore partnership with institutions that specialize in engineering/technology (e.g., NYIT, FSC, Maritime, RIT), to facilitate student projects jointly with Old Westbury (such as construction of windmills or solar homes).</li> <li>● Review Campus Stewardship Plan for potential external funding in partnership with environmental, community or philanthropic organization: to support land preservation,</li> </ul>	AA=L, Faculty, RF, BF, Capital Planning, Facilities Management, Campus Green Committee (see Objective 3D, Strategy 1)	<p>Establish Green Committee: Fall 2018</p> <p>Fall 2020</p>

## Objective 4A: Increase Revenue and Savings

		passive activities, Long Island and/or natural history. ○ Innovation and collaboration advances sustainability goals and enhances support among community.		
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel				

## Objective 4B: Raise Campus Profile

PRIORITY (A-C)	STRATEGY	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
		Increase to 33% enrolled FTC students citing SUNY Old Westbury as first choice		By 2023
A	<b>Strategy 1:</b> Assess staffing needs related to admissions, marketing and fund-raising responsibilities	Evaluate current staffing levels and fund/create hiring plan, if warranted.	IA, ES, PO	March 2019 (Review)  Fall 2019 (hiring plan)
A	<b>Strategy 2:</b> Develop annual data review related to PPC, PPI and other lead generation marketing/advertising avenues to review performance and inform expenditure decisions	Baseline collected and goals/metrics set  Annual review report	PMR  PMR	2018-19  Summers of 2020-23
B	<b>Strategy 3:</b> Develop annual data review related to new student inquiries (online and hard copy) submitted to admissions-related functions to identify and clarify lead generation opportunities	Baseline collected and goals/metrics set  Annual review report	PMR, ES  PMR	2018-19  Falls of 2020-23
B	<b>Strategy 4:</b> Improve market research data used in the development of new academic degrees to inform both programs selected for development and future marketing efforts		AA	Ongoing
A	<b>Strategy 5:</b> Plan and design the College's next 3-4 year marketing campaign in support of the "Own Your Future" brand	Designs/content complete.  Publications/ads, etc. in field	PMR  PMR	Fall 2019  Spring 2020
C	<b>Strategy 6:</b> Expand and enhance efforts related to "free" publicity via traditional and online media	Increased number of traditional and online news placements	PMR	Summer 2020-2023
A	<b>Strategy 7:</b> Grow social media audience and engagement	Baseline collected and goals/metrics set by channel Annual review report	PMR  PMR	2018-19  Summers of 2020-23

## Objective 4B: Raise Campus Profile

A	<b>Strategy 8:</b> Enhance current College website with video and increased graphics	Design and launch new homepage	PMR	Summer 2019
		Improve academic dept. and degree pages, including Incorporating short-form video in key academic and student life pages	PMR, Media & Communications, Visual Arts	Spring 2020
B	<b>Strategy 9:</b> Create next generation College website to launch in 2019-2020	Identify CMS and initiate design phase	PMR, ITS	Fall 2018
		Develop site content with campus constituents	PMR, Deans, PC	2018-19
		Launch new website	PMR	Fall 2019
A	<b>Strategy 10:</b> Expand communication of academic strengths (also see Objective 2C, strategy 1)			
B	<b>Strategy 11:</b> Develop region-wide relationships across functions with local SUNY's		PC	Ongoing
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials	CMS license (perhaps); Web design firm (perhaps)			TBD
Personnel				
<b>NOTES:</b>				

## Objective 4C: Institutionalize Ongoing Strategic Planning Process

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Create Strategic Planning, Assessment, Analysis and Review (SPAAR) Committee			
A	<ul style="list-style-type: none"> <li>• Establish Task Force through collaboration between Administration and Faculty Governance                             <ul style="list-style-type: none"> <li>○ Develop committee's charge/mandate and responsibilities</li> <li>○ Define committee's structure and composition</li> <li>○ Establish criteria and process for selection/election of committee members and membership term</li> </ul> </li> </ul>	Establish Task Force	President/Faculty Governance	Sept. 2018
A		Charge & responsibilities	Task Force	Oct. – Dec. 2018
A		Structure & composition	Task Force	Oct. – Dec. 2018
A		Selection process	Task Force	Oct. - Dec. 2018
A	<ul style="list-style-type: none"> <li>• Amend Faculty Bylaws as necessary</li> </ul>	Amended Faculty Bylaws	Faculty Governance	Oct. - Dec. 2018
A	<ul style="list-style-type: none"> <li>• Monitor progress toward strategic goals, objectives and strategies/initiatives                             <ul style="list-style-type: none"> <li>○ Conduct regular (at least once per semester) review of measureable benchmarks, utilizing all available commissioned and internal studies and reports</li> <li>○ Combine “strategic” and “budget” planning in a transparent annual process (as in former RABPC) in accordance with Middle States Standard 6</li> <li>○ Identify shortcomings and make appropriate adjustments</li> <li>○ Include campus and departmental/unit-level assessment in planning process</li> </ul> </li> </ul>	SPAAR meetings	SPAAR	Oct. – Dec. 2018
B			SPAAR	Beginning Jan. 2019; then ongoing
A		<ul style="list-style-type: none"> <li>• Create regular fora for discussion among units (i.e., across silos) about assessment results and consequent decision-making</li> </ul>	Hold fora	SPAAR
A	<ul style="list-style-type: none"> <li>• Issue assessment and planning reports to public bodies for discussion and informed decision-making (e.g., FS, PC, CC7, Alumni, SGA, etc.)</li> </ul>	Issue reports		Beginning May 2019; then ongoing

## Objective 4C: Institutionalize Ongoing Strategic Planning Process

	<ul style="list-style-type: none"> <li>○ Do this in a way that safeguards individuals, the college, and academic freedom</li> <li>○ Consider financial implications of recommended actions</li> <li>○ Ensure accountability for implementation of Strategic Plan goals, objectives, strategies and benchmarks</li> <li>○ Engage in annual “closing the loop” for all units</li> </ul>			
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel				
<b>NOTES:</b>				

<b>PRIORITY (A-C)</b>	<b>STRATEGY 2</b>	<b>OUTCOME/ACTION</b>	<b>UNIT(S) RESPONSIBLE</b>	<b>TIMEFRAME</b>
B	Explore the efficacy of expanding the use of data and predictive analytics in the assessment and strategic planning processes	Conduct investigation	IR, ITS	2018-2019
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel				
<b>NOTES:</b>				

## Objective 4D: Further Implement a Systematic and Continuous College-wide Assessment Process

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ ACTION	UNIT(S) RESPONSIBLE	TIME-FRAME
A	<p>Further implement a process that is systematic, continuous, consistent, coordinated, sustainable and in compliance with Middle States standards. (Timeframes were selected based on planned Middle States campus visit scheduled for 2020-21.)</p> <p>1. Assessment of student learning in courses.</p>	<p>Courses offered will articulate and publish course SLOs (Student Learning Outcomes) in course syllabi.</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>• 50% of Courses Offered by Fall 2018.</li> <li>• 75% of Courses Offered by Fall 2019.</li> <li>• 100% of Courses Offered by Summer 2020.</li> </ul> <p>Assessment of SLOs in courses will be ongoing. (Every semester the course is offered).</p>	<p>Academic Departments, Director of Academic Assessment</p>	<p>Fall 2018</p> <p>Fall 2019</p> <p>Summer 2020</p> <p>Ongoing</p>
	<p>2. Annual assessment of student learning in academic programs, i.e. degrees (Undergraduate and Graduate).</p>	<p>Academic departments will articulate degree SLOs, and publish them in program handbook/program website.</p> <p>Each year, programs will select no fewer than two SLOs and assess the extent to which students are achieving those outcomes.</p>	<p>Academic Departments, Director of Academic Assessment</p>	

## Objective 4D: Further Implement a Systematic and Continuous College-wide Assessment Process

		<p>Milestones:</p> <ul style="list-style-type: none"> <li>• 50% of Programs will articulate and publish degree SLOs, and each year assess no fewer than two outcomes.</li> <li>• 100% of Programs will articulate and publish degree SLOs, and each year assess no fewer than two outcomes.</li> </ul>		2018-19
	3. Annual assessment of student learning in Liberal Education (Diversity, College Proficiencies and SUNY Gen Ed). Currently, Middle States expectation is met, will remain compliant and will continue improving.	Liberal Education SLOs are articulated, published, and are assessed annually.	Academic Departments, LEC Committee, Director of Academic Assessment	Ongoing
	4. Comprehensive Review (5 Year Cyclical Review) of Academic Programs.	100% of Academic Programs will complete their comprehensive reviews between 2015 and 2020.	Academic Departments and CAP Committee (IR will provide data, and AVP IR will provide required assistance)	Summer 2020
	5. School Annual Report.	100% of Schools will submit Annual Report.	School Deans (IR will provide data, and AVP IR will provide required assistance)	Ongoing
	6. Assess Distance Learning Program.	Perform every 5 years.	DL, Director of Academic Assessment, relevant Academic Departments	2020
	7. Annual assessment of non-academic units.	100% of non-academic units will articulate and assess Performance Outcomes.	Non-academic Units (AVP IR will provide required assistance)	2018-19

## Objective 4D: Further Implement a Systematic and Continuous College-wide Assessment Process

	8. Assessment of achievement of Strategic Plan components (Mission, Goals, Objectives, Strategies, and Key Performance Indicators).	100% of Plan Goals and Objectives will be met.	SPAAR	Summer 2023
<b>RESOURCES</b>	Anticipated additional annual resource investments in college-wide assessment process		<b>Number</b>	<b>Cost</b>
Facilities				
Materials				
Personnel				\$10,000

## Objective 4E: Advance the College's Technological Effectiveness

PRIORITY (A-C)	STRATEGY 1	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Continuously assess technological needs of the College in non-academic areas, starting with current inventory as a benchmark <ul style="list-style-type: none"> <li>• Surveys – Annually survey all constituencies</li> <li>• “Listening Tours” – Meet with all representatives, heads of Departments, and Division heads, to catalogue technological needs and requests and to provide status updates on relevant technological projects and initiatives.</li> </ul>	Deploy survey, and collect and analyze data to assess current use/baseline of systems and applications	ITS	Annually
A		Establish baseline of system usage	ITS, Business (non-academic) Units	Annually
A		Create benchmarks		
RESOURCES	Item		Number	Cost
	Facilities			
	Materials			
	Personnel	Business Analyst		\$ 70,000
<b>NOTES:</b>				

PRIORITY (A-C)	STRATEGY 2	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Maintain currency and relevancy of systems and applications to support new digital business models			

## Objective 4E: Advance the College's Technological Effectiveness

A	<ul style="list-style-type: none"> <li>Develop processes and procedures to streamline and support departmental implementation of cloud technologies</li> <li>Educate and train the campus on the value and use of existing and future technology – Degree Works, LMS, Student Success Collaborative, Student Retention Performance</li> <li>Implement new digital work flows that eliminate paper, reduce cycle times and provide efficient and secure information exchange</li> <li>Ensure core administrative systems enable enhanced service to our constituents</li> <li>Develop strategies to implement administrative technologies to provide leading edge student services, including to online students.</li> </ul>	Communication and cooperation between departments	ITS, Business Units	Ongoing
A		Training sessions, workshops	ITS, Business Units	Ongoing
A		Digitize all paper forms	ITS, Business Units	Ongoing
A		Business Process Reengineering and Improvement	ITS, Business Units	Ongoing
A		Fit-Gap process, single integrated data system Improved sequencing and scheduling of course.	ITS, Business Units ITS, AA	Ongoing
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials	Banner 9, Portal, Sharepoint 2016, Mobile App, Unified Communications			\$ 350,000
Personnel				
<b>NOTES:</b>				

## Objective 4E: Advance the College's Technological Effectiveness

PRIORITY (A-C)	STRATEGY 3	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Provide a robust infrastructure that delivers anytime, anywhere service <ul style="list-style-type: none"> <li>• Facilitate access to College systems from all digital devices and promote collaboration, student engagement and retention</li> <li>• Ensure ample internet bandwidth to meet growing academic, scholarly and residence needs</li> <li>• Reduce the footprint and environmental impact of our data centers</li> <li>• Enhance the guest wireless network to provide seamless network access for our entire community</li> <li>• Develop a cohesive campus wide strategy to support technology life cycles to ensure servers and network infrastructure match the campus cloud strategy and current and future requirements</li> <li>• Expand the use of online training (as HR does currently) for staff and faculty</li> </ul>			
A		Improved access	ITS	Ongoing
A		Sufficient Internet bandwidth	ITS	Annually/as needed
B		Increased sustainability	ITS, Facilities	2019
B		Improved access	ITS	Ongoing
A		Lifecycle Program	ITS	Ongoing
A		More efficient training	ITS	Ongoing
A				
RESOURCES	Item		Number	Cost
Facilities				
Materials	Wireless Network, Internet Bandwidth 1.5G		\$ 500,000	
Personnel	Wireless Network Engineer		\$ 65,000	

## Objective 4E: Advance the College's Technological Effectiveness

PRIORITY (A-C)	STRATEGY 4	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	<p>Provide a digitally enriched ecosystem (Digital Campus) by monitoring existing and adopting new and relevant administrative technologies.</p> <ul style="list-style-type: none"> <li>• Support implementation of new technologies, e.g. mobile apps, to support digital administrative processes that improve customer service and interactivity</li> <li>• Integrate existing systems with new technologies and systems to provide cost-effective, efficient services.</li> <li>• Implement effective Project Management practices to deliver campus-wide value from all IT investments and initiatives</li> <li>• Improve communication to students, faculty and staff to provide greater awareness of technology resources available to them</li> <li>• Implement ITIL/ITSM Framework to continuously improve information technology services.</li> <li>• Develop scheduling policies addressing optimal class size, low-enrollment courses; develop a system for wait-listing; decide how best to deploy underutilized classrooms and facilities (Also see Objective 1A, Strategy 9)</li> </ul>	Continuously improvement processes	ITS, Business Units	Ongoing
A		Service excellence	ITS, Business Units	Ongoing
A		Improved project management	ITS, Business Units	Ongoing
A		Communication Plan	ITS, Business Units	Ongoing
B		Effective and efficient processes by a skilled staff	ITS, Business Units	Ongoing
A		Reduction in time-to-degree and number of courses taken or repeated.	ITS, Business Units	2019
		Align optimal class size policies with strategic goals and values related to student success and academic excellence.	AA =L, FS, Academic Policy & Practices Committee, ITS, BF	
<b>RESOURCES</b>		<b>Item</b>		<b>Number</b>
Facilities				
Materials	Project Management application, Mobile Apps, Web Site 2.0			\$ 150,000

## Objective 4E: Advance the College's Technological Effectiveness

Personnel	Project Manager		\$ 85,000
<b>NOTES:</b>			

PRIORITY (A-C)	STRATEGY 5	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Balance openness, access, agility and security of data and systems. <ul style="list-style-type: none"> <li>• Implement Identity Management processes to improve service and reduce risk</li> <li>• Mitigate Disaster Recovery risks</li> <li>• Update security policies</li> <li>• Explore and implement technologies that simplify secure, seamless off-campus access</li> <li>• Continually improve security awareness through education and wide-spread communication of security risks and initiatives</li> </ul>	Secure Data access	ISO, Business Units	Ongoing
A		Data Disaster Recovery Plan	ISO, Business Units	Ongoing
B		Updated security policies	ISO, Business Units	Ongoing
A		Improved access	ISO, Business Units	Ongoing
B		Improved Cybersecurity awareness	ISO, Business Units	Ongoing
A				ISO, Business Units
<b>RESOURCES</b>	<b>Item</b>		<b>Number</b>	<b>Cost</b>
Facilities				
Materials	Identity Management Software, Intrusion prevention and Intrusion Detection Systems, VPN, multi-factor authentication system			\$ 350,000
Personnel	Security analyst, Mobile Technologies Programmer		2	\$ 200,000
<b>NOTES:</b>				

## Objective 4E: Advance the College's Technological Effectiveness

PRIORITY (A-C)	STRATEGY 6	OUTCOME/ACTION	UNIT(S) RESPONSIBLE	TIMEFRAME
A	Develop IT funding models that sustain core service, support innovation, and facilitate growth <ul style="list-style-type: none"> <li>• Create and implement a flexible multi-year IT budget to upgrade and improve campus infrastructure, and address lifecycle replacement</li> <li>• Enhance the IT governance model that oversees the implementation of the Technology Strategic Plan and assures alignment with the College's Strategic Plan and Goals</li> <li>• Enhance the IT governance process with input from all levels of campus so that it: aligns, balances and prioritizes initiatives; ensures technical strategy is aligned with strategic goals; IT initiatives receive value; resources and risks are managed; and performance is measured</li> </ul>	Cost optimization	ITS	
A		Improved IT governance model	IT Governance Committee	
A		Improved IT governance process	IT Governance Committee	
A				
RESOURCES	Item		Number	Cost
	Facilities			
	Materials			
	Personnel			
<b>NOTES:</b>				