Strategic Planning, Assessment, Analysis, and Review (SPAAR) Committee

Annual Report 2019-2020

Submitted July 6, 2020

History/Context

The College's Strategic Planning, Assessment, Analysis, and Review (SPAAR) Committee was created in the 2018-2019 academic year as an outgrowth of the College's implementation of its 2018-2023 Strategic Plan. The charge and composition of the SPAAR Committee was developed in fall 2018 by the SPAAR Committee Task Force, a group of faculty and administrators who worked collaboratively to develop a framework for the Committee and its work. The charge of the Committee can be found at https://www.oldwestbury.edu/spaar-committee. The SPAAR Committee began meeting on a regular basis during 2019-2020.

Included in the charge to the SPAAR Committee is the requirement that a written progress report be sent by June 15 each year to the campus' bodies of governance. Although delayed by the COVID-19 pandemic, this report is being presented as the fulfillment of that requirement.

2019-2020 Committee Membership

- **Temporary Co-Chair:** Anthony Barbera, Assistant Vice President for Academic Affairs
- **Co-Chair:** Andrew Mattson, Faculty Senate Chair, Tenured Instructor, American Studies
- Asia Alexandre, RHA President
- Len Davis, Senior Vice President for Business & Finance & Chief Financial Officer
- Thomas Del Guidice, Associate Professor, Politics, Economics & Law
- Wayne Edwards, Vice President for Institutional Advancement
- Linval Frazer, Assistant Professor, Accounting
- Amanda Frisken, Professor, American Studies (fall of 2019; replaced by Dr. Zaikowski)
- Laura Gallagher, Secretary/CSEA Vice President
- Jason Kaloudis, Acquisitions, Instruction, & Reference Librarian
- William Kimmins, Assistant to the President for Administration
- Eliliana Martinez, UUP Vice President for Professionals
- Kalief Metellus, SGA President
- Runi Mukherji, Professor, Psychology

- Patrick O'Sullivan, Provost & Senior Vice President for Academic Affairs (fall of 2019; replaced by Dr. Quarless)
- Frank Pizzardi, Acting Vice President for Enrollment Services
- Duncan Quarless, Acting Provost & Senior Vice President for Academic Affairs (spring of 2020, replacing Dr. O'Sullivan)
- Stephanie Schneider, Assistant Professor, Exceptional Education
- Usama Shaikh, Vice President for Student Affairs & Chief Diversity Officer
- Jessica Smith, SGA Campus Life Senator
- Lori Zaikowski (spring of 2020, replacing Dr. Frisken)

2019-2020 SPAAR Subcommittees

Academic Affairs/Enrollment Services
- Len Davis
- Runi Mukherji (chair)
- Kalief Metellus (student; SGA President)

Institutional Advancement/Public & Media Relations/Human Resources
- Frank Pizzardi (chair)
- Eliliana Martinez
- Asia Alexandre (student; RHA President)

Business/Finance
- Wayne Edwards
- Linval Fraser
- Usama Shaikh

Capital/Facilities/Security-UP
- Laura Gallagher
- Tom Del Giudice (chair)
- Duncan Quarless
- Stephanie Schneider

Student Affairs
- Tom Del Giudice
- Jason Kaloudis (chair)
- William Kimmins
- Jessica Smith (student; SGA-Commuter Senator)

2019-2020 Committee Meetings

This year, the SPAAR Committee began its periodic meeting schedule of at least two meetings per semester. In fact, due to the disruptions created by the pandemic, the Committee actually met more frequently than required. A brief summary of the meetings follows, with a more detailed discussion of the activities that occurred during the year in the following two sections:

September 20, 2019 - (15 out of 19 present) - see minutes
- Anthony Barbera introduced as new temporary co-chair for 2019-2020. Michael Kinane expected to return in the fall of 2020.
- Presentation of new SPAARC team site on the Portal for shared documents and announcements.
- Updated timeline for 2019-2020.
- Explanation and discussion of Rubric design led by Tom Del Giudice.
- Appointment of subcommittee chairs and confirmation of meeting schedule for 2019-2020.

December 13, 2019 - (11 out of 19 present) - see minutes
- Discussion of Strategic Plan and role of SPAAR Committee.
- Explanation of Revised Rubric by Tom Del Giudice.
- Discussion of process for evaluating completed Rubrics by subcommittees.
- Confirmation of spring timeline for completion and analysis of Rubric data.

March 6, 2020 - (11 out of 19 present) - see minutes (Note – just prior to pandemic closure)
- Discussion of evaluation process for completed Rubrics by subcommittees led by Tom Del Giudice.
- Plan for revision of Rubric spreadsheet to facilitate subcommittee evaluation process.
- Identification of "resident experts" for each division to be consulted by subcommittees during evaluation process.
- Plan for subcommittee work for the remainder of the year.
- Plan for second and third semester meetings: submission of subcommittee reports and preparation of annual report.

May 15, 2020 - (virtual meeting - 10 out of 19 present) - see minutes
- Reviewed subcommittee reports:
  - Student Affairs Subcommittee report submitted and discussed. Decision to use this report as model for other subcommittee reports.

- o Remaining subcommittees did not submit reports. Reports expected by June 10.
  - o Discussion of impact of pandemic on availability of subcommittee members. Issue: can subcommittees function without missing members?
  - o Decision to submit "Enrollment Services" report instead of full Academic Affairs subcommittee report because of lack of data and missing subcommittee members.
- Discussed impact of the pandemic on implementation of the Strategic Plan and the assessment of this implementation by the divisions, the subcommittees and the full SPAAR committee.
- Annual Report for this year will be based on subcommittee evaluations presented by June 10.

June 10, 2020 - (virtual meeting - 9 out of 19 present, plus incoming two SPAAR Co-Chairs) - see draft minutes
- Missing rubrics: Academic Affairs – due to distractions created by the pandemic, the Acting Provost will submit it prior to the start of the Fall semester.
- Review of subcommittee reports submitted:
  - o Full Academic Affairs report could not be submitted without a completed rubric. The subcommittee had only one active member who was able to evaluate the completed Enrollment Services rubric
    - ▪ Enrollment Services Report submitted and discussed by Runi Mukherji.
  - o Capital/Facilities/Security-UP Subcommittee report on capital and facilities submitted and discussed. Completion of Security-UP rubric was not requested. It will be requested in 2020-2021.
  - o Advancement/Communications/HR Subcommittee report submitted and discussed.
  - o Business/Finance Subcommittee had no active members available to carry out a review of the submitted rubric.
- Discussion of impact of pandemic on assessment of implementation of Strategic Plan by the committee.
- Discussion of transition from Co-Chairs Barbera & Mattson to incoming Co-Chairs Kinane & Kavic over the summer.
- Outgoing and incoming co-chairs to meet this summer and plan for next year.
- Discussion of replacement of members stepping down:
  - o Vice President for Institutional Advancement: requires presidential appointment.
  - o Faculty Representatives: requires faculty governance recommendation for presidential appointment (3 out of 6 stepping down).

- School of Arts & Sciences Faculty Representative
- School of Business Faculty Representative
- School of Education Faculty Representative
  - Student Representatives: requires consultation with Vice President for Student Affairs.
    - SGA President Kalief Metellus: term extended by SGA for 2020-2021.
    - RHA President: status uncertain.
    - SGA Senator for Student Life: status uncertain.
- Discussion of necessity of Faculty Bylaws revision to confirm status of SPAAR Committee and allow the election of faculty representatives as mandated by Faculty Senate resolution and the 2018-2023 Strategic Plan.

2019-2020 Activities

The Committee's main task was to decide how it would operationalize its charge to review the status of the implementation of the 2018-2023 Strategic Plan. The decision was made to develop and submit a Rubric to Division heads to gather the needed information.

During Fall 2019, a Rubric was developed in which information that the SPAAR Committee felt was relevant could be captured, such as status of strategy implementation, individuals assigned responsibility for specific strategies, revised target dates, benchmarks/measurements to be used, and comments with regard to strategies and their continued relevance. The efforts of Committee member Tom Del Giudice were instrumental in creating the rubric instruments.

Then, in December 2019, each Division head was asked to complete the Rubric, specifically identifying strategies that they believe are no longer applicable or adding new strategies that they believe should be implemented. The members of the Committee had previously been divided into the subcommittees listed above, whose task it would be to evaluate the Rubrics submitted by the Division heads.

Submission of the completed Rubrics was expected early in Spring 2020. Unfortunately, this coincided with the arrival of the pandemic. Most Division heads were able to submit their rubrics, even if on a delayed basis. However, due to the responsibilities of continuing operations during the pandemic the head of Academic Affairs was unable to submit his rubric before the end of this year's Committee work - but has committed to doing so prior to the start of the Fall 2020 semester.

Each subcommittee prepared a brief report of their review of the Division rubrics that were relevant to their assigned areas of operation. All the complete subcommittee reports are

attached as appendices. The actual Division Rubrics submitted are accessible via the links provided in Appendix 1.

Following are the key findings of each subcommittee:

Academic Affairs / Enrollment Services

Academic Affairs Report

The Academic Affairs Rubric was not submitted; therefore, it could not be evaluated by the assigned subcommittee. The evaluation of the Rubric will be done in 2020-2021.

Enrollment Services Report

- Contraction of high school graduate pool is a major challenge to meeting enrollment targets.
- Pandemic conditions have disrupted enrollment and recruitment strategy and practices.
- Expansion and renovation of teaching and research facilities would improve retention and allow Enrollment Services to promote our updated facilities in marketing campaign.
- Increasing new student enrollment with targeted recruitment and new transfer recruitment strategy:
  - NOW (Nassau and Old Westbury): A new initiative beginning in the fall of 2019. OW Transfer Services Group coordinating with Nassau Community College to track students for recruitment.
  - International Student Recruitment: Disrupted due to pandemic. Estimated drop in enrollment from 20-30 to 5-10.
- Recruit strategically to improve First Year Yield through Completion Rates:
  - Implementation of a territory recruitment model in the fall of 2019 helps meet targets:
    - assigning counselors to specific schools fostering relationships with high school counselors;
    - tracking enrollment data by high school to set school specific goals;
    - school specific tours, visits, onsite admissions
- Integration of predictive admission analytics tools improving yield rates:
  - New software improves workflow and document management, tracks engagement and identifies prospects by specific criteria increasing admission yield rates.
- Strategy 3: Expand regional recruiting to identify areas with potential dorm students to meet target for residence hall capacity:
  - New Admissions Assistant and Graduate Admissions Advisors added.

Institutional Advancement/Public & Media Relations/Human Resources

Institutional Advancement (IA) Report

- *Goal 1: Foster Student Success*
  - Initiatives Started – hampered by lack of staff: regional alumni events started, Alumni Achievers brochure published, new software to identify alumni and promote scholarships, increased number of alumni on OW Foundation (5), re-engage long-separated alumni campaign started.
  - Initiatives Not Started – engaging local businesses and organizations for partnership opportunities.
  - Recommendations - The Institutional Advancement Office needs to continue to try and engage alumni as well as current students before they graduate. They need to create a culture of giving and especially with recent graduates. Alumni giving should be the base of all fundraising activities.

- *Goal 2: Promote Academic Excellence*

  - Initiatives Started – OW Magazine & Alumni Achievers brochure created with OPMR, IA-Foundation external relationships outreach, IA/OPMR alumni social media campaign, promoting alumni to college constituents, development of assessment tools, campus engagement events, Hicksville Public Library cross promotion, Foundation health industry initiative for placements and donors.
  - Initiatives Not Started – IA/OPMR marketing campaign of OW achievements to business and local media.
  - Recommendation - Institutional Advancement needs to work with Public & Media Relations to promote Student, Faculty and Alumni successes in media campaigns. A campaign that highlights Student, Faculty and Alumni success will greatly benefit the college in the recruitment of new students and fundraising. It also helps to increase the status of the college within the community.
- *Goal 3: Cultivate Social Justice & Environmental Responsibility*
  - Recommendation - Even though IA was not listed as a responsibility unit it makes sense that they be involved in helping to raise funds to help fund the "Center for Social Justice, Sustainability, and Community Engagement".
- *Goal 4: Strengthen Institutional Effectiveness*
  - Initiatives Started – key stake holders to develop a comprehensive fundraising policy and campaign, encourage Foundation to recruit two new people in support of mission.

- o Initiatives Not Started – IA/HR assessment of staffing baselines and best practices.
- o Recommendations - A revised comprehensive fundraising plan is essential to the success of the institution, especially now due to state budget cuts and a loss of revenue to the College in the wake of the COVID-19 pandemic. However, it is extremely difficult to implement a fundraising plan with the current staffing levels in Institutional Advancement. The assessment of staffing levels with HR is vital to the fundraising efforts of the institution and it is imperative that review still happens even though priorities have changed due to COVID-19.

Public & Media Relations (OPMR) Report

- *Goal 1: Foster Student Success*
  - o Initiatives Started - most initiatives are ongoing: yearly retreat created, new programs and faculty expertise promoted for engagement, web version of faculty achievements published, targeted e-newsletters started.
  - o Initiatives Not Started – Internal e-newsletter for schools & departments requiring departmental collaboration, monthly training sessions initiative requires clarification of role of OPMR.
  - o Recommendation - OPMR depends on other departments to collaborate with them on many initiatives. If this does not happen it effects how they function. It is important that other constituents of the college do their part in assisting the OPMR with related initiatives.

- *Goal 2: Promote Academic Excellence*
  - o Initiatives Started – Moving website to new CMS for update and redesign, created stakeholder focus groups for assessment of content and creator & user experience.
  - o Initiatives Not Started – Advertising of campus events off campus to promote community engagement.
  - o Recommendation – We should find a way to continue with the website upgrade. It is the first impression many people will get of Old Westbury. It is imperative that we keep our website up to date and use the latest technology available.

- *Goal 3: Cultivate Social Justice & Environmental Responsibility*
  - o Initiatives Started – Ensure ADA accessibility for all online resources, publicize green initiatives.
  - o Initiatives Not Started – Recruit faculty and staff whose diversity reflects the student body, although the first class of faculty recruited under SUNY's PRODiG program will start in Fall 2020.

- o Recommendation - OPMR should be removed as a unit of responsibility for item number 228.
- *Goal 4: Strengthen Institutional Effectiveness*
  - o Initiatives Started – Improve admissions communications via CRM and other channels, develop 3-4 year "Own Your Future" marketing campaign, increase video & graphic content of current website.
  - o Initiatives Not Started – Develop annual data review of new student inquiries to identify and clarify lead generation opportunities (delayed pending implementation of *SLATE* platform which will automate data collection.)
- *Subcommittee Recommendations –* A full-time admissions communications role would greatly improve our communications. At least for the next academic year, we need to change and improve our communications as traditional admissions recruiting may not be possible due to the pandemic. However, because of budget constraints hiring additional staff may not be possible. The OPMR should try to work with Admissions to do their best to accomplish this goal.

Human Resources (HR) Report

Human Resources plays a role in most of the initiatives in the Strategic Plan. There are some initiatives recommended that HR is already doing. The Strategic Plan needs to be updated to reflect Human Resources' ongoing initiatives. Human Resources practices and activities relating to the Strategic Plan may require clarification.

- *Goal 1: Foster Student Success*
  - o Initiatives: Research competitive salaries for staff and address inequities.
  - o Human Resources was not a unit of responsibility for this initiative, but they have the research available for departments to review upon college approval. The units of responsibility need to develop a plan for this initiative and submit for approval.
- *Goal 2: Promote Academic Excellence*
  - o Initiatives: Research competitive salaries for faculty and address inequities and salary compression, increase faculty extra service pay, create adjunct pay ladder with titles and compensation, Increase extra service pay for department chairs.
  - o Human Resources was not a unit of responsibility for many of these initiatives, but most likely should have been. They are available to assist with all these initiatives when it reaches the point that they should become involved. Salary compression was addressed by SUNY and UUP in the fall 2019 through the DSI. There was already a proposal to create an adjunct faculty pay ladder that was rejected by the college.
- *Goal 3: Cultivate Social Justice & Environmental Responsibility*

- Initiatives: Recruit faculty and staff whose diversity reflects the student body, assess diversity compared to other institutions, examine hiring patterns, identify new recruiting sources for diversity, develop diversity/inclusion pre-search training for committees including chairs and division heads, develop retention strategies, assess faculty & staff reasons for leaving using exit interviews, assess the effectiveness of online training modules and alternatives.
- *Subcommittee Recommendations*
  - Human Resources is listed as a co-unit of responsibility for most of these initiatives and they do serve a secondary role for many of them, but they need to take a lead role in some of them, i.e., assess effectiveness of online training modules, consider alternatives.

Business/Finance

The rubric was submitted, but it was not evaluated by the assigned subcommittee due to the disruption caused by the pandemic. The evaluation of the rubric will be done in 2020-2021.

Capital/Facilities/Security-UP

Rubric data was submitted for Capital and Facilities, but no data was requested from Security-UP. The subcommittee report submitted only evaluates Capital/Facilities.

Capital and Facilities Report

Most strategies in the rubrics were incomplete with regard to personnel responsible, benchmarks, and revised targets dates. This resulted from a combination of two main factors: 1) if a strategy hasn't been undertaken by other departments, then Facilities' and Capital Planning's roles are on hold and 2) if funding is not available, then Capital Planning's and Facilities' involvement is curtailed due to lack of progress on the project. For those items where Capital Planning and Facilities are the leads, progress on planning and positioning to execute those plans has been made, e.g., the new STEM building and renovations of instructional spaces and infrastructure. With regard to green initiatives, while the Green Committee was recreated in December 2019, there is no evidence that practical planning on how to implement innovative projects to integrate green sensibilities and practices into campus and student life, such as campus-wide recycling, have occurred. The financial crisis created by the COVID-19 pandemic probably will negatively impact the ability to implement many of the strategies in this area. The subcommittee recommends the following:

1. Conduct a campus-wide survey to ascertain student and employee satisfaction with facilities and campus cleanliness. (Combining this with existing surveys should be explored by creating an inventory of campus surveys and rationalizing such activities.)
2. Create a committee or modify the existing Faculty Senate Student Life Committee so that it distributes an annual student survey to assess satisfaction with student life initiatives. (Combining this with existing surveys should be explored by creating an inventory of campus surveys and rationalizing such activities.)
3. Capital Planning should submit periodic status reports to the SPAAR Committee.

Student Affairs

Student Affairs Report

Many strategies in the rubric were incomplete with regard to personnel responsible, benchmarks, and revised targets dates. Most of the strategies involving Student Affairs are collaborative projects not directly under its control, such as the stalled creation of the Student Transitions and Success Committee. However, progress has been made on some of these projects: The Student Success Center has been created and is operational, and collaboration with Enrollment Services in developing recruitment strategies has improved. The Student Union has received upgrades and additional staffing to allow for later closing times. Concern was expressed concerning the ability to fund the called-for Center for Social Justice, Sustainability, and Community Engagement as well as a Center of Diversity, Equity and Inclusion, given the economic impact of the pandemic. The Career Development Office is assisting Human Resources in developing implicit bias training for the College. Internally, Student Affairs is developing a new staff orientation and instituting "stay interviews" to understand why employees don't leave.
 The subcommittee recommends the following:
- Create greater collaboration between Student Affairs and Enrollment Services with regard to student recruitment so that Enrollment Services is current on out-of-class student experiences.
- Create the Student Transitions and Success Committee or modify the existing Faculty Senate Student Life Committee so that it distributes an annual student "needs" analysis survey to identify issues and help formulate a plan of action, as called for in the Strategic Plan. (Combining this with existing surveys should be explored by creating an inventory of campus surveys and rationalizing such activities.)
- Benchmarks should be identified or developed so as to be able to assess the effectiveness of initiatives undertaken.

Other Issues Addressed by the Committee

1. Effect of Pandemic – The Committee's original plan for this year had been for its subcommittees to evaluate Strategic Plan Rubrics submitted from all Divisions. Then, using those subcommittee evaluation reports, it planned to make recommendations to the President with regard to the implementation of the Strategic Plan, including possible amendments to the Plan. However, the onset of the pandemic in March completely disrupted that scenario. Given the disruptions caused in the Spring, the Committee focused as best it could on getting the Division Rubrics submitted. In the completion of the Rubrics, and in the preparation of the subcommittee evaluation reports, it became obvious that action on many of the items in the Strategic plan had come to a standstill or was not practicable in the pandemic situation. The Committee will address the effect of the pandemic on the Strategic Plan, including its continued relevance, in more detail next year.

2. Committee Participation – Some members were unable to participate because the pandemic crisis took precedence, pushing this Committee's work to the side. Important Rubrics were not completed, subcommittees were understaffed, and one key member of the Committee was on medical leave due to the coronavirus. Although there were some Committee members who attended all or most Committee meetings, despite the pandemic, there were also members - administration, faculty, and students - who attended few meetings. While some of this may have been due to the pandemic, this problem also existed to a certain extent before its occurrence.

    a. Administration - Some Division heads were active participants, and some did not attend meetings regularly. The Administration should assess the importance of administrators participating in the formal assessment of the Strategic Plan in the coming year. Specifically, without the active participation of certain Division heads on this committee charged with exploring the impact of the budget on the implementation of the Strategic Plan, the effectiveness of the Committee will be problematic. With regard to administrator attendance, the Committee revisited the issue of allowing administrators to name designees when they can't attend themselves. However, this idea was rejected (as it had been in 2018-2019), since the Committee feels that the importance of the Committee should merit the personal attention of Division heads. Furthermore, attendance by Division heads conveys to the campus as a whole the importance of the Committee's work.

    b. Faculty - Several faculty members stopped participating during the spring semester, this may have been partially due to the pandemic conditions. Three faculty members stepped down at the end of the spring semester. Faculty participation should improve when members are elected to serve fixed terms by

the full faculty, which would be possible following the expected revision of the Faculty Bylaws affirming the status of the SPAAR committee. This revision of the Faculty Bylaws to include the Committee was expected to occur in the fall of 2019 and is now expected in the fall of 2020 to allow for the election of new faculty members to the SPAAR Committee in the Spring 2021 elections. See Item 3 below for further discussion of the Bylaws amendment.

   c. Students - Student participation was a challenge for the three representatives. Some students attended regularly, and some did not. Much of the Committee discussion involved issues that may have been unfamiliar to students who are not usually a part of college governance.   The role of students on the working subcommittees needs to be re-assessed: can students be expected to take on the workload required for full participation in subcommittee work? One proposal to alleviate the extra workload burden this student inability causes for the other members of the subcommittees, discussed in Item 4 below, is to allow the addition of additional subcommittee members who are not members of the full Committee.

3. Faculty Bylaws Amendment – The 2018-2023 Strategic Plan called for the Faculty Bylaws to be amended to reflect the creation of the SPAAR Committee. Such amendment was not made during this year, necessitating the appointment of replacement faculty members for 2020-2021 through faculty governance appointment rather than full faculty election as intended. The Committee will monitor the status of this issue during 2020-2021, as discussed below. Faculty governance should consider if faculty participation on this Committee remains a priority and take steps to affirm this by completing the bylaws revision in a timely fashion.

4. Subcommittee Membership - Due to the size of the Committee and the number of subcommittees, the size of each subcommittee is necessarily small – 3 or 4 members each, including students. Furthermore, if one or two members are not active, it becomes even more difficult for the remaining members of the subcommittee to carry out their work. For this year, the Committee decided to allow some Committee members to serve on more than one subcommittee to partially alleviate this situation. However, as a longer-term solution, the Committee discussed the possibly of having people who were not members of the Committee serve as members of subcommittees. This issue should be resolved next year by the Committee.

2020-2021 Expected Committee Activities

The Committee's plans for next year as envisioned by the incoming Co-Chairs include the following:

- Subcommittees will complete their analyses of 2019-2020 Division rubrics and present recommendations to the SPAAR Committee related to progress against the Strategic Plan and areas for recommended action/investment/exploration.
- Create a plan to assess the impact of COVID-19 on the College's strategic direction and investment, including the relevance of updating the Division rubrics for 2020-2021.
- Determine whether non-committee members can/will serve on SPAAR Committee subcommittees or other functional units of the Committee.
- Monitor progress of the Faculty Senate in relation to amending the Faculty Bylaws concerning the election of faculty members to the SPAAR Committee.

Potential deliverables to be produced by the SPAAR Committee and its subcommittees in the coming year will include:

- Subcommittee reports
- Subcommittee proposals for strategic investment
- Committee recommendations for strategic investment in the campus
- The 2020-2021 SPAAR Committee Annual Report to the campus.

2020-2021 Anticipated Committee Membership

The SPAAR Committee is comprised of 19 members. As of the writing of this report, only 13 members are confirmed for the coming year:

- **Co-Chair:** Michael Kavic, Chair Faculty Senate, Associate Professor of Chemistry & Physics
- **Co-Chair:** Michael Kinane, Vice President for Communications & Chief Communications Officer
- Len Davis, Senior Vice President for Business & Finance & Chief Financial Officer
- Thomas DelGiudice, Associate Professor, Politics, Economics & Law
- Laura Gallagher, Secretary/CSEA Vice President
- Jason Kaloudis, Acquisitions, Instruction, & Reference Librarian
- William Kimmins, Assistant to the President for Administration
- Frank Pizzardi, Acting Vice President for Enrollment Services
- Eliliana Martinez, UUP Vice President for Professionals

- Kalief Metellus, SGA President
- Runi Mukherji, Professor, Psychology
- Duncan Quarless, Acting Provost & Senior Vice President for Academic Affairs
- Usama Shaikh, Vice President for Student Affairs & Chief Diversity Officer

Six representatives still to be appointed for fall 2020 (3 faculty, 1 administrator, 2 students):

- 1 faculty representative from the School of Arts and Sciences
- 1 faculty representative from the School of Business
- 1 faculty representative from the School of Education
- Vice President for Institutional Advancement
- RHA President
- SGA Campus Life Senator

Respectfully Submitted:

Anthony Barbera, Temporary Co-Chair

Andrew Mattson, Co-Chair

Att.: Appendices 1 to 7

Appendices

List of Appendices: Page

Appendix 1: Rubrics Completed Link List

[Download and open in Excel to view]

- Capital Facilities Rubric
- Enrollment Services Rubric
- Human Resources Rubric
- Institutional Advancement Rubric
- Public & Media Relations Rubric
- Student Affairs Rubric

Appendix 2: Capital Facilities Subcommittee Report

Capital and Facilities Evaluation submitted to SPAAR Committee June 4, 2020

Thomas DelGiudice, Stephanie Schneider, Laura Gallagher

General Comments

Subcommittee reviewed Capital and Facilities rubric with admittedly some ambivalence with respect to the very changed circumstances the College and community finds itself. Given the pandemic and radical changes in educational delivery as well as the new budget circumstances the assessment has taken on rather other worldly character.

The facilities rubric was filled out in the Excel format however most of the strategies, actions were incomplete with respect to the responsible personnel, benchmarks and revised target dates. For this reason, the rankings were 2s and 3s. Some of this can be chalked up to the support role facilities plays in a new initiative. If a new initiative is not undertaken by the department of origin, then the role of facilities is often on hold. In many cases the initiatives are on hold due to funding requirements. This latter issue becomes even more problematic in the current fiscal environment.

In those areas where Capital Planning and Facilities do need to take the lead as with the plans for a STEM building or renovations of instructional spaces and infrastructure the division has made progress in planning and positioning the campus to execute on those plans.

In the area of green initiatives modest progress has occurred. Most of what might be considered green strategies relate to energy savings which also fall under saving initiatives. We think the initiation of a Green Committee (December 2019) a priority should serious discussion and implementation of green strategies effecting campus life, e.g. campus wide recycling. Such initiatives integrated into campus life will be an example for our students as well as fulfillment of a part of the College's mission. While it does require resources there is no evidence of discussion on what would be required or how to achieve it.

Additionally, we would like to see implementation of a campus survey that assesses student and staff satisfaction with facilities and campus cleanliness.

GOAL 1 FOSTER STUDENT SUCCESS

Objective 1A: Improve Student Retention and Completion

Initiatives Started

- (Item 1) Capital Planning has completed programming, conceptual and schematic plans for the new Science building. Funding for further design and construction is on hold and remains a major obstacle.
  - Capital & Facilities: dependent upon funding, will require additional maintenance staff
- (Item 5) Renovations at the Clark Center are ongoing including transforming racquetball courts to dance studio and roof replacement.
  - Capital & Facilities: Capital Planning / Campus master plan - State overall budget allotment towards new structures will impact growth/ new facilities   Clark center roof replacement underway, dance studio under construction
- (Item 18) Facilities and Capital Planning has succeeded in renovating space for the Student Success Center.
  - Capital & Facilities: none

Initiatives Not Started

- (Item 6) New daycare construction is on hold.
  - Capital & Facilities: replacement construction of daycare dependent upon funding for substitute childcare facilities

Objective 1C: Strengthen Students' College Experiences

Initiatives Started

- (Item 71) Transportation and students' access to campus:
  - Capital & Facilities: Transloc vehicle tracking system installed on buses for transportation users to track via phone app. System review transportation committee & facilities for improvements to services ongoing. Campus Transportation Schedule is regularly reviewed and adjusted to sync with classes/trains/LIRR/buses .consider vehicle /driver costs
- (Item 82) Determine impact of Recital Hall renovations on student use of facility

Initiatives Not Started

- (Item 81)   Build / repurpose entertainment space on campus (e.g., theater)

The Student Success Center renovation is a positive as is the transportation app for buses. Follow-up will require the impact on student life and their satisfaction with the changes. Again, the need for feedback speaks to a formal committee that implements an annual survey assessing student life initiatives. Reports to SPAARC as to the status of Capital Plans should be considered going forward.

GOAL 2: PROMOTE ACADEMIC EXCELLENCE

Objective 2A: Enhance Faculty Effectiveness

- (Item 153): Add 6-8 units of 1-2-bedroom green model apartments on Academic Village footprint for full-time incoming and untenured faculty (Notes 6e). (Assign by lottery for one cycle of three years.)
    - o Capital & Facilities: Dependent upon funding, might require demolition of academic village. Additional staff required to manage/maintain.

Objective 2E: Upgrade Academic and Expand Facilities

- (Item 218) 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
    - o Capital & Facilities: Will require more staffing and funding for operations.

Subcommittee Comments: funding is the main obstacle for these initiatives.

GOAL 3: CULTIVATE SOCIAL JUSTICE AND ENVIRONMENTAL RESPONSIBILITY

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

- (Item 233) Strategy 5: Develop resources to help faculty and staff manage high cost of living in region
    - o Capital & Facilities: Study to be done as to actual feasibility, locations, access to areas now on campus, funding & staffing required for support

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

- (Item 263) Strategy 2: Assess current environmental sustainability practices on campus.

    o Capital & Facilities: Green Committee started December 2019

- (Item 264) Strategy 3: Adopt/engage in practices consistent with being a green campus.

    o Capital & Facilities: Campus on going "Tree Campus USA" , Bee keeping introduced with 9 active hives on campus. Green Committee started December 2019

- (Item 265) Strategy 4: Leverage campus-wide sustainability initiatives for possible external funding, with innovative links to applied learning, civic engagement and/or student research. While purchase of hybrid vehicles is a piece -numerous possible initiatives remain not discussed let alone implemented.

    o Capital & Facilities: Recent purchase of two Hybrid vehicles

- (Item 266) Strategy 5: Publicize our successes as a green campus.

    o Capital & Facilities: LEED Gold plaque installed on NAB, Tree Campus signage located at A gate entrance to campus.

Subcommittee Comments:

Some recent sustainable initiatives have been integrated into the Capital Projects. The hope here is that the Green Committee can come up with innovative ways Green sensibilities and practices can be integrated into campus and student life.

GOAL 4: STRENGTHEN INSTITUTIONAL EFFECTIVENESS

Objective 4A: Increase Revenue and Saving

- (Item 270) Align optimal use of physical space with policies for energy and sustainability in buildings and operations

    o Capital & Facilities: Facilities coordinates with Registrar office regarding classroom usage and sets environmental needs via Building Management system to optimize energy usage/savings.

- (Item 272) Undertake campus Sustainability Audit in support of physical plant optimization and in alignment with SUNY and state sustainability policies and goals. (See Notes)

- o Capital & Facilities: Facilities is consistently reviewing energy/ emissions reductions in systems and operations. Campus wide Sustainability audit will require funding

- (Item 288) Expand rentals of Academic Village and Woodlands residence halls, athletic fields and other campus locations.

  - o Capital & Facilities: Facilities works with Facilities Rentals on scheduling building systems and support services (cleaners) to ensure campus energy policies/ usage are adhered too. Academic Village offline.

- (Item 293) Leverage campus-wide sustainability initiatives for external funding opportunities, with innovative links to applied learning, civic engagement or student research.

  - o Capital & Facilities: Green Committee established 12/2019

- (Item 294) 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.

  - o Capital & Facilities: Future Natural Science bldg renovation and new addition design is to be net zero. PV Solar installed on Campus Library Bldg.

Subcommittee Comments

The revenue and savings objective appear to be more substantial and commendable especially in the energy area.

Appendix 3: Enrollment Services Subcommittee Report

Enrollment Services Evaluation submitted to SPAAR Committee, June 10. 2020

B. Runi Mukherji, Academic Affairs/Enrollment Services Subcommittee

General Comments:

The Enrollment Services Unit was the only Rubric submitted which was related to the purview of charge of the Academic Affairs/Enrollment Services Subcommittee.

I discussed Enrollment Services Rubric data with Frank Pizzardi, Acting Vice President of Enrollment Services and Director of Admissions, to clarify some of the comments that were supplied in the Rubric.

There were a number of instances where Enrollment Services was listed as one of the Units responsible for the Strategies/Initiatives, but it was unclear what data or evidence Enrollment Services could provide in that context. For example, Enrollment Services was named as a Unit to be involved in Goal 1 Objective 1A: Improve Student retention. The specific Strategy identified was to expand and renovate teaching and research facilities to meet current and future growth in high-needs STEAM degree offerings and related faculty resource requirements. It is unclear what role Enrollment Services could play at the present time. It is possible that once the new Science facility is completed, Enrollment Services could develop marketing materials to spotlight the facilities, labs and classrooms to attract more students into STEAM and related areas.

A similar argument could be made in the case of renovations in other facilities on campus. Once those renovations are done, Enrollment Services could use that information in marketing strategy. Therefore, this report was based only on the data supplied for those elements related Enrollment Services. In addition, given all the current constraints which have been imposed due to the pandemic, my comments/recommendations are restricted primarily to those Enrollment Services initiatives.

GOAL 1 FOSTER STUDENT SUCCESS

Objective 1B: Increase New Student Enrollment through Targeted Recruitment

Strategy 1: Continue efforts to improve transfer recruitment strategy, assess annually for effectiveness

There has been a transition in the staffing and leadership in Enrollment services. Mr. Frank Pizzardi is now Acting Vice President of Enrollment and Director of Admissions.

Since Fall 2019, a number of initiatives to improve transfer recruitment have been instituted. The Transfer Services Group (Rachel Littenberg and Rebecca Rothe) have designed an initiative working with Nassau Community College (NCC) called NOW (**N**assau and **O**ld **W**estbury). Typically, when high school students from Nassau county and Queens did not meet SUNY-COW selectivity criteria, they would have been referred to NCC. From that point, the student would be in contact with staff at NCC only and the recruitment of that student would have to be re-initiated. However, through this initiative, SUNY OW maintains contact with the individual students, can communicate with them directly and can re-recruit them for the 2019 -20 recruitment cycle The initiative was implemented in the Fall 2019 so there is no data available currently to assess the outcome, however, Enrollment Services has an assessment program in place and intends to assess it.

Ms Becky Evans continues to have primary responsibility over the international student components of Enrollment Services. Typically, SUNY OW solicits and gets 20 – 30 new international students. Currently is predicted to drop to 5- 10 due to COVID-related issues.

Strategically recruit to Improve First Year Yield through Completion Rates

Changes in demographics have led to a decline in size of the pool of high school graduates. This trend has been in effect for the past several years and has impacted both the enrollment targets but as well the First-Year yields.

Fall 2019, Enrollment Services implemented a territory recruitment model. Counselor were assigned to specific high schools. They were responsible to set up private visits and onsite admission days, which also fosters a relationship with the school counselors. Enrollment Services also examined applications, acceptances, and enrollments *by high school* to set goals for individual schools to help reach our overall goal. Offering information session, campus tours, doing private visits, onsite admissions at high schools was very effective in meeting the enrollment targets.   The trends indicated that 85% who visit campus apply and 65% of those who visit, enroll.

This has been disrupted by the COVID-19 pandemic not just because, with the school closures, school visits could not continue, but with the closure of our campus, campus visits had to be discontinued as well.

In addition, it goes without saying that the closure of the schools and the necessity for virtual classrooms and instruction presents additional challenges for student preparation for college and therefore the issue of First Year yield and completion rates. This, along with all the tradition strategies of recruitment, support for student success once enrolled, and First Year yield are going to have to be re-envisioned.

Develop and incorporate predictive admission analytics tools to recruit students with an eye to improving admission yield rates and success.

Enrollment Services is in the process of implementing a new software program which they believe will dramatically alter their operations. This new software program will give them the ability to track engagement and identify students who meet criteria which will make them more likely to enroll. Therefore, Enrollment Services can focus their efforts on that student pool. The software enables all aspects of student documentation to be automated and managed. For example, initial student inquiry, scheduling of campus visit, follow up for specific documentation, individualized letters from programs or disciplines of interest, can all be managed directly through Enrollment Services, in an integrated and streamlined manner.

STRATEGY 3: Recruit students that will help us continue to meet residence hall capacity. Expand regional recruiting in areas where students have demonstrated a preference to live on campus

Enrollment Services added an Admissions Assistant in the summer of 2019 as recruiter and a Graduate Admissions Advisor in January 2020.

COMMENTS AND RECOMMENDATIONS

I did not spend a lot of time or effort in developing recommendations based on the information supplied by Enrollment Services. It should go without saying, that the COVID pandemic has changed the landscape of education. In that context, every Goal and Objective relevant Enrollment Services needs to be revisited and re-envisioned. As stated in the Enrollment Services report, enrollment targets have been difficult to meet because of the demographic changes. There is shrinking pool of high school graduates. The targets themselves need to be re-examined because the students we traditionally have focused on in our recruitment are minority students. They (and their parents) are the segment of the population economically, medically, and socially hardest hit by the pandemic. Further, these students are the ones who are most likely to be affected by the switch to online learning, regardless of the model adopted. Because all models in the foreseeable future are going to be bounded by maintaining precautions necessitated by COVID: social distancing, sanitizing protocols, and limitations in transportation. This is in addition to the restrictions that will be placed on the recruitment efforts themselves. Traditional methods of recruitment such college fairs and campus visits have to be re-engineered in this context of limitations required by the pandemic. Further, maintaining the levels of enrollment is going to be challenged, since it is unclear how retention and yields will be affected by those same restrictions.

Most faculty are keenly aware that the modifications that will have to be made will limit the face-to-face interactions in the "classroom", even if it is within a virtual space, will disproportionately affect students' engagement and connection to the department and the campus itself.

These are just some of the challenges confronting the campus as whole. Enrollment services Enrollment will the most affect in all things in the college.

Human Resources Evaluation submitted to SPAAR Committee June 10, 2020
Frank Pizzardi and Eliliana Martinez

GOAL 1 FOSTER STUDENT SUCCESS

Initiatives

- Enhance staff compensation. Research competitive salaries for staff and address inequities.

Subcommittee Recommendations

Human Resources was not a unit of responsibility for this initiative but, they have the research available for departments to review upon college approval. The units of responsibility need to develop a plan for this initiative and submit for approval.

GOAL 2: PROMOTE ACADEMIC EXCELLENCE

Initiatives

- Enhance faculty compensation and benefits.

- Address salary compression.

- Increase faculty extra service pay.

- Create an adjunct faculty pay ladder with titles and compensation.

- Increase extra service pay for Department Chairs who work over the summer.

Subcommittee Recommendations

Once again Human Resources was not a unit of responsibility for many of these initiatives but, most likely should have been. They are available to assist with all these initiatives when it reaches the point that they should become involved. Salary compression was address by SUNY and UUP in the fall 2019. There was already a proposal to create an adjunct faculty pay ladder that was rejected by the college.

GOAL 3: CULTIVATE SOCIAL JUSTICE AND ENVIRONMENTAL RESPONSIBILITY

Initiatives

- Recruit faculty and staff whose diversity reflects the student body (racial, ethnic, religious, gender/sexuality, economic, region, etc.)

- Assess current diversity of faculty/staff compared to national, regional institutions

- Examine hiring patterns, blind spots

- Identify recruiting sources that will assist in maintaining and building the diversity of our staff and faculty

- Develop diversity/inclusion training for department Chairs, division heads and hiring committees prior to convening faculty and staff searches

- Develop strategies to retain staff and faculty; Find out why/which faculty/staff stay

- Assess why some staff and faculty leave (i.e., "close loop")

- Conduct and review exit interviews for faculty/staff who leave

- Assess effectiveness of online training modules, consider alternatives

Subcommittee Recommendations

Human Resources is listed as a co-unit of responsibility for most of these initiatives and they do serve a secondary role for many of them but, they need to take a lead role in some of them. i.e. Assess effectiveness of online training modules, consider alternatives.

Subcommittee Comments

Human Resources serves a secondary role in most of the initiatives in this strategic plan. There were also some initiatives recommended that HR responded that they are already doing. There is either a lack of knowledge on the part of the authors of the 2018 – 2023 Strategic Plan or a lack of communication from Human Resources. If that is not the case and the thought is that the current policies and procedures that Human Resources follows needs to be changed that needs to be communicated to the Human Resources Department.

Appendix 5: Institutional Advancement Subcommittee Report

Institutional Advancement Evaluation submitted to SPAAR Committee June 10, 2020

Frank Pizzardi and Eliliana Martinez

GOAL 1 FOSTER STUDENT SUCCESS

Initiatives

- Institutional Advancement has started numerous initiatives and was able to complete some, but they are hampered by lack of personnel resources with only four (4) staff members including the VP.

- They were able to start regional alumni events to help engage the Alumni with the college.

- They Created an Alumni Achievers brochure to hi-lite Alumni.

- They have utilized the software to identify Alumni and their place of employment.

- Increased funding for scholarships and utilize software to promote and accept scholarship applications to help streamline the process.

- Recruited Old Westbury Alumni to serve as Trustees on the Old Westbury Foundation increasing the number of Alumni on the Old Westbury Foundation to five (5).

- Working to engage long separated Alumni to re-engage with the college.

Initiatives Not Started

- Working local businesses and organizations to create partnership opportunities.

Subcommittee Recommendations

The Institutional Advancement Office needs to continue to try and engage Alumni as well as current students before they graduate. They need to create a culture of giving and especially with recent graduates. Alumni giving should be the base of all fundraising activities.

GOAL 2: PROMOTE ACADEMIC EXCELLENCE

Initiatives

- Collaborated with Public and Media Relations (PMR) on the creation of the OW Magazine and the Alumni Achievers brochure.

- Work with the College Foundation and other campus constituents to broaden and strengthen external relationships.

- Advise PMR on Advancement-related social media campaigns to further engage with alumni

- Share noteworthy alumni accomplishments with college constituents.

- Develop an assessment tool for relevant events and activities.

- Create events to allow campus engagements

- Work with the Hicksville Public Library to cross promote events and increase local outreach and participation

- Collaborate with Foundation Trustees to within the health industry for student placement and potential donor contacts

Initiatives Not Started

- Collaborate with PMR to create a marketing campaign to promote Student, Faculty and Alumni success stories through the Long Island Business News and other media outlets.

Subcommittee Recommendations

The Institutional Advancement needs to work with Public and Media Relations to promote Student, Faculty and Alumni successes in media campaigns. A campaign that hi-lights Student, Faculty and Alumni success will greatly benefit the college in the recruitment of new students and fundraising. It also helps to increase the status of the college within the community.

GOAL 3: CULTIVATE SOCIAL JUSTICE AND ENVIRONMENTAL RESPONSIBILITY

Initiatives

- Institutional Advancement was not listed as a unit of responsibility for goal 3 but, they did list an outcome for Strategy 2. They have put together a cohesive fundraising plan and they are utilizing Raiser's Edge NXT database software that will help them to assess donors and prospective donors.

Subcommittee Recommendations

Even though IA was not listed as a responsibility unit it makes sense the they are involved in helping to raise funds to help fund the "Center for Social Justice, Sustainability, and Community Engagement".

GOAL 4: Strengthen Institutional Effectiveness

Initiatives

- Work with the President's Office, Business and Finance, Academic Affairs, Capital Planning,

and other key stake holders to develop a comprehensive fundraising policy and campaign.

- Enhance Division Staff
- Encourage the College Foundation Trustees to recruit two people each year to support the mission of the college.

Initiatives not started

- Collaboration with HR to assess/ establish staffing baselines in accordance with national best practices to begin in the fall 2020.

Subcommittee Recommendations

A comprehensive fundraising plan is essential to the success of the institution especially now due to state budget cuts and a loss of revenue to the college in the wake of the COVID-19 pandemic. However, it is extremely difficult to implement a fundraising plan with the current staffing levels in Institutional Advancement. The assessment of staffing levels with HR is vital to the fundraising efforts of the institution and it is imperative that review still happens even though we have to priorities have changed due to COVID-19.

Subcommittee Comments

Given limited resources in staffing Institutional Advancement has made many efforts to support the mission and initiatives of the college. We also need to realize that many of their fundraising events that they have during the academic year have either been postponed or cancelled due to the COVID-19 Pandemic. Many of those events generate funds for our scholarship programs. This leaves Institutional Advancement with the task of developing new and creative ways to raise money for the institution. With the effect that COVID-19 is having on our institutional budget and economy fundraising becomes more important than ever. It is imperative that the staffing levels in Institutional Advancement increase.

Appendix 6: Public & Media Relations Subcommittee Report

Public and Media Relations Evaluation submitted to SPAAR Committee June 10, 2020

Frank Pizzardi and Eliliana Martinez

General Comments

The rubric was completed, and all responses were clear and concise within all initiatives. Scores of 3 were given for all responses and one area was noted as a main priority to be completed. Many of the initiatives for OPMR are shared with other divisions and without collaboration from those divisions so some initiatives that are not started should not be a reflection on the Office of Public and Media Relations. We also have to take into consideration of the demands that have placed on the OPMR due to the COVID-19 pandemic.

GOAL 1 FOSTER STUDENT SUCCESS

Initiatives Started

- OPMR started many of the initiatives and many of them will not be completed as they are continuous initiatives.

- Establishment of yearly retreat was developed

- Engage high schools / community members by highlighting new/growth program areas and emerging faculty expertise in forums, co-curricular events, and marketing

- Create web version of faculty achievements publication

- Create e-newsletter for speaker series, share with high schools, regional newspapers, alumni

Initiatives Not Started

- Develop and circulate E-Newsletter with Schools and Academic departments. However, a college e-letter to campus "friends" was created in 2018 and expanded to alumni who opt-in in 2019. There needs to be collaboration from the Academic departments.

- Develop monthly training sessions for students, faculty, and staff. This is a vague initiative and not sure how it relates to the OPMR.

Subcommittee Recommendations

OPMR depends on other departments to collaborate with them on many initiatives. If this does not happen it effects how they function. It is important that other constituents of the college do their part in assisting the OPMR with related initiatives.

GOAL 2 PROMOTE ACADEMIC EXCELLENCE

Initiatives Started

- Continue to improve College website as the face of the institution

- Create focus groups of OW and other students, their parents, OW faculty and staff to assess the quality, and effectiveness of the web information.

- Divide site clearly into academic and co-curricular offerings

Initiatives Not Started

- Via advertising, invite surrounding community to campus for academic events, conferences, debates, lectures, art shows, performances

- Have OW present a clear "visual" identity via photos and video on website

Subcommittee Recommendations

OPMR has gone through the RFP process to find a company to help develop a new website. Our website is the first impression many people will get of Old Westbury and you only get one chance to make a first impression. That is why it is imperative that we keep our website up to date and use the latest technology available. That is why we recommend that with the current state of our budget we find a way to continue with the upgrade.

Here is a quote from the OPMR regarding item number 201,

"Frankly, OPMR takes umbrage with this strategy. Its presence suggests we do not present a clear visual identity, which we contend is false. We recognize there is always room for improvement, but do not concur with this item."

GOAL 3 CULTIVATE SOCIAL JUSTICE AND ENVIRONMENTAL RESPONSIBILITY

Initiatives Started

- Assure accessibility under ADA for all online resources.

- Publicize our successes as a green campus

Initiatives Not Started

- Recruit faculty and staff whose diversity reflects the student body (racial, ethnic, religious, gender/sexuality, economic, region, etc.)

Subcommittee Recommendations

We recommend that the OPMR be removed as a unit of responsibility for item number 228.

GOAL 4 STRENGTHEN INSTITUTIONAL EFFECTIVENESS

Initiatives Started

- Improve admissions-related communication via CRM and other means (direct mail, etc.)

  - **OPRM Response**: *Hire admissions communications officer*

- Plan and design the College's next 3-4-year marketing campaign in support of the "Own Your Future" brand

- Enhance current College website with video and increased graphics

Initiatives Not Started

- 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

  - **OPRM Response**: *Rather than take on what would be a manual process, OPMR is hopeful that the implementation of SLATE may aid in this gathering, processing*

Subcommittee Recommendations

Admissions – related communications is a fulltime job and a person with that singular role would be able to greatly improve our communications. Considering what the future holds due to the COVID-19 pandemic there is even more of a need to change and improve our communications as traditional admissions recruiting may not be possible. However, we also must realize that due to budget constraints hiring additional staff may not be possible. The OPMR should try to work with Admissions to do their best to accomplish this goal.

Appendix 7: Student Affairs Subcommittee Report

Student Affairs Evaluation submitted to SPAAR Committee May 13, 2020

Thomas DelGiudice and Jason Kaloudis

General Comments

Jason Kaloudis and Thomas DelGiudice reviewed Student Affairs rubric with admittedly some ambivalence with respect to the very changed circumstances the College and community finds itself. Given the pandemic and radical changes in educational delivery as well as the new budget circumstances the assessment has taken on a rather other worldly character.

With respect to the Student Affairs one issue was the rubric was filled out in a Word format so columns having to do with responsible personnel and revised target dates were missing. We created additional columns to include our comments and rankings. The rankings related to Student Affairs are predominantly 2s and 3s as cells related to responsible personnel, target dates and benchmarks were insufficiently completed in many cases. I suspect that will ~be true about others as well.

Important to note that many of the initiatives being evaluated are collaborative and do not fall squarely on Student Affairs. The Objective is to pick out those strategies that could be most impactful and relevant in our next two years of alternate reality for focus and execution.

GOAL 1 FOSTER STUDENT SUCCESS

Initiatives Started

- Student Affairs has succeeded in getting a number of initiatives off the ground. Including collaborating on the Student Success Center. Facilities has been renovated and some staffing has been included as well as new software applications for advising and data gathering.

- Orientation services and events have gotten a high rating from constituents

- Greater collaboration has occurred with respect to including Student Affairs and Residential Life in recruitment strategies, but need to *"develop ongoing collaborative events to ensure ES/Admissions staff are up to date on out of class student experiences."*

- Student Union social spaces have received upgrades and staff for later hours has been added.

- Alumni initiatives needs\ more exploration. Residential Life has provided 10 years of contact information.

Initiatives Not Started

- "Student Transitions and Success" committee has not been created and does not fall entirely on Student Affairs so if that committee is to go forward it will need leadership.

- As a consequence of the above work on lower division office for first year to sophomore year has not started.

- Survey of students to identify issues and help formulate a plan of action has not been initiated.

- Access to Clark Center and late-night spaces on hold based on funding issues.

- Alumni initiatives needs more exploration. Residential Life has provided 10 years of contact information.

Subcommittee Recommendations

A committee, perhaps a reconfigured Student Life Committee with all the actors would be able tie together different issues that arise for student life and student transitions. Such a committee/survey should include areas such as Food Services, SGA, Security, Residential Life, Advising, Academic Support, Technology etc.

Such a committee would conduct an annual survey so as to assess successes and weaknesses.

GOAL 2: PROMOTE ACADEMIC EXCELLENCE

Create Center for Social Justice, Sustainability, and Community Engagement this initiative comes under Academic Affairs but there is a concern that such an initiative would compete for funds with Career Development Office (CDO).

> SA: Student Affairs recommendation *"create a campus wide Center of Diversity, Equity and Inclusion and staff it with full time CDO and support team (Admin. Asst., Program/outreach coordinators, etc.). The Center would be responsible for supporting academic and co-curricular programs and initiatives."*

GOAL 3: CULTIVATE SOCIAL JUSTICE AND ENVIRONMENTAL RESPONSIBILITY

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

- **Strategy 2:** Develop diversity/inclusion training for department Chairs, division heads and hiring committees prior to convening faculty and staff searches
    - SA: Career Development Office developing implicit bias training for HR

- **Strategy 3:** Enrich orientation and training for new staff and faculty

    o SA: has begun working on developing a new staff orientation for its employees

- **Explore and identify opportunities for advanced professional/educational attainment and development (i.e. – professional conferences, for-credit courses, etc.).**

    o SA: Professional Development funds have been dedicated for SA staff as of Summer 2018. Staff have accessed funds for a number of professional development opportunities.

- **Strategy 4:** Develop strategies to retain staff and faculty

    o SA: is going to be instituting "Stay Interviews" for its employees. Stay interviews are conducted to help supervisors understand why employees stay and what might cause them to leave.

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

- **Strategy 1:** Foster inclusive campus, sense of community, and shared space

    o **SA:** This works occurs in a myriad of offices within SA and all are welcome to attend. Examples include affinity group events (BHM, Latinx, Women's History, LGBTQIA+, etc.)

    Common Hour change will be discussed with acting Provost for his review.

- Coordinate and support student-focused diversity initiatives

    o **SA:** Diversity and Inclusion sessions have been part of Orientation since its inception in 2010.

- Create annual student diversity program plan

    o **SA:** Will be responsibility of the incoming Asst. Dir in CSLI during Summer 2020

Subcommittee Comments

Given limited resources Student Affairs has made a good faith effort to develop and incorporate diversity programing and training both in orientation, student events and for staff.

Our recommendation is to find benchmarks that we can show progress in these initiatives. The survey for orientation activities represents such an effort.