

**SUNY Ulster County Community College
OPERATIONAL STRATEGIES FOR 2013-2014**

STRATEGIC PLAN GOALS	STRATEGIES	PRINCIPAL INDIVIDUAL(S) RESPONSIBLE	In Progress	Completed
Goal #1: Provide a high quality educational experience for all students through the College's programs and course offerings.		PRESIDENT		
	Continue to lead the campus in institutional and program-based assessment, including the assessment of student learning outcomes.	President		
		DEAN OF ACADEMIC AFFAIRS		
	Coordinate Developmental Educational Courses into a comprehensive Developmental Educational Program.	Dolores Quiles, Dean Ganio, Steve Schimmrich		
	Develop a new A.S. Biology program.	Monika Espinasa, Dean Ganio		
	Rewrite the College's Distance Learning Strategic Plan.	Dean Ganio, Hope Windle, Sherry Chisamore		
	Collaborate with area high schools and BOCES to plan a Pathway to Technology (P-Tech) program and other early college options where appropriate.	Dean Ganio and Associate Dean Denvir		

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	Renovate second biology lab in Burroughs Hall.	Dean of Administration		
	Finalize the development and implementation of the Criminal Justice A.S. degree program option as a fully online degree program.	Jim Truitt, CRJ Online Adjunct Faculty, Hope Windle, All Campus Academic Chairs & Program Coordinators		
		English, Foreign Languages and Philosophy		
	Cultivate interest in and recruit for Honors courses	Jennifer Kaufman, Tom Impola, Lucia Pecore		
	Promote SUNY Ulster Faculty to recognize the great opportunity for our students to participate in the Beacon Conference (two-year college students' research paper competition), especially since SUNY Ulster will be hosting the conference in June 2014 for the second time.	Beacon Representatives: Bob Pucci, Tom Impola, Jennifer Patterson		
	Establish an education continuity preparation process for faculty to teach from offsite, including using online course space, school resources embedded in online course space, synchronous tools, phone conference call tools, video conferencing tools and asynchronous discussion tools.	Hope Windle, Dean Ganio, Instructional Resource Committee, Sherry Chisamore, Bea Hamilton, Pandemic Planning Committee		
		Business and Professional Studies		

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	Register a new Certificate Program in Accounting Technician.	Department Chair		
	Develop a new degree program in Agri-Business.	Vice President and Department Chairs		
	Work with the faculty driven planning/training taskforce to research, recommend and implement a blended learning strategy and planning regarding a blended faculty training approach, course schedule and student support.	Hope Windle, Dean Ganio, Anita Bleffert-Schmidt, the Blended Learning Taskforce, Sherry Chisamore, Bea Hamilton		
		VICE PRESIDENT AND DEAN OF ENROLLMENT MANAGEMENT		
	Coalesce learning and development outcomes each Student Service Office is addressing into one plan for full implementation, monitoring and assessment.	Ann Marrott		
	Develop and implement specific recruitment opportunities to attract students interested in STEM and MADCaT fields of study.	Matt Green		
	Identify and implement key priorities and activities to assist deciding students	Wendy McCorry, SSC		
	Review probation student research and make recommendations to Academic Standards Committee for review, approval, implementation	McCorry, Ganio, Marrott, Denvir, SSC		

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		DEAN OF ADVANCEMENT AND CONTINUING EDUCATION		
	Develop certification program in Advanced Manufacturing with a focus on solar technology.	Chris Marx and Steven Schimmrich		
Goal #1: Provide a high quality educational experience for all students through the College's programs and course offerings.	IMPLICATION FOR NEW RESOURCE ALLOCATIONS			
	Lab renovation in Burroughs	\$85,000		
	Cost of curriculum designer for advanced manufacturing	\$40,000		
Goal #1: Provide a high quality educational experience for all students through the College's programs and course offerings.	APPLICABLE KEY PERFORMANCE INDICATORS (KPIs)			

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	<p>1.1 All academic programs will incorporate measurable program learning outcomes that are linked to the College's mission and will be assessed every five years as part of the program review. Course learning outcomes will also be assessed every five years. Courses will be mapped to each program's learning outcomes to ensure linkage between course learning outcomes and program learning outcomes.</p>			
	<p>1.2 The percentage of first-time, full-time students who graduate within 6 semesters of initial matriculation or experience other "Successful educational outcomes" (as defined by SUNY) will increase 2% in 2012-2013 and again in 2013-2014.</p>			
	<p>1.3 Among completers who had entered the College as freshmen, there were fewer underrepresented minorities (13 versus 22 percent) than would have been expected if such students had entered and completed at the same rates as other students in the state. The College will increase the freshman and transfer success rates of underrepresented minorities by half of the discrepancy by 2015 and achieve parity for underrepresented minorities within 10 years.</p>			
	<p>1.4 SUNY Ulster will meet or exceed the State and National NCLEX-RN passing rates each year.</p>			
	<p>1.5 Increase Fall to Fall retention rate of first time, full-time and part-time Veterinary Technology students by 2% each year through admissions criteria revised to increase student success.</p>			

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Goal #2: Optimize levels of student success by cultivating a learning centered environment.		DEAN OF ACADEMIC AFFAIRS		
	Include Student Learning Outcomes in all Program Reviews.	Cornelia Denvir, Dean Ganio, Faculty		
	Add more online courses and programs to the course schedule.	Dean Ganio		
	Develop a standard data set (subset of agreed items) for all Program Reviews.	Hank Miller, Dean Ganio, Faculty		
		Art, Design, Music, Theater and Communication		
	Upgrade to Adobe CS6 in Graphic Design lab. Also upgrade commercial photography cameras and lighting.	Design/ Nixon		

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	Mac Labs: In order to conserve resources and offer successful training, VAN 255 & 259 will continue to be developed to schedule Video & Film editing for Communication classes, and Digital design for the proposed Fashion classes.	Design/ Nixon, Comm./ Pucci, Fashion/ Machell, Flynn		
	Adopt the Real World Classroom Model in the public relations course.	Comm./Pucci		
	Upgrade to Reason4, ProTools in the MIDI lab.	Music/ Earley		
	Improve our online courses by working closely with the College's Instructional Designer.	Instructional Designer All Department Faculty		
		Biological Sciences		
	Develop online lecture courses for BIO 107& 108 (Anatomy and Physiology) and BIO 201 (Microbiology).	Instructional Designer & Nancy Decker		
	Hire an additional full-time faculty member in Veterinary Technology.	Program Coordinator		
	Restructure course offerings to accommodate working population of Ulster County.	Biology Department		
	Develop a nature preserve/research station in Brazil.	Dr. David Lemmon Dr. Richard Cattabiani		

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		Criminal Justice & Human Services		
	Engage in globally networked learning focused on developing cross-cultural competence in shared learning environments through the SUNY Center for Collaborative Online International Learning (COIL) in a 2013-14 COIL Course Grant awarded to link SUNY Ulster's newly approved CRJ 230 Understanding Crime and Criminal Behavior with the Applied Criminology Course being taught at the University of Bologna, in Bologna, Italy through Skype connections.	Jan Holland, Hope Windle, Political & Social Science faculty from the University of Bologna and participating program students from SUNY Ulster and the University of Bologna		
		English, Foreign Languages and Philosophy		
	Hire two full-time tenured track faculty in English.	Department Chair		
	Purchase one new desktop and six new laptops for adjunct offices and full-time faculty who are teaching online courses.	Department Chair		
		Math, Sciences, Engineering & Technology		
	Continue to advocate for the creation of smart classrooms for math and science faculty use in Hardenbergh and Burroughs buildings.	Dean Komdat, OIT Director, Department Chair and Department Faculty		

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	Hire two new faculty members in Computer Science and Engineering.	Department Chair		
	Hire a full-time term developmental mathematics specialist.	Department Chair		
		Nursing		
	Open additional simulation lab to accommodate increased number of students.	Nursing Faculty, Instructional Assistants		
	Partner with local hospitals and healthcare institutions to acquire outdated patient care items (e.g., IV solutions, dressings, medical supplies.)	Lab personnel and hospital personnel		
	Increase number of "smart" classrooms to ensure all faculty have access to using modern technology.	Dean of Administration & OIT		
	Partner with HealthAlliancefor ongoing professional development of nursing staff.	J. Mesches		
	Offer EKG training and other noncredit nursing courses in nursing skills lab.	Continuing Education		

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		Pedagogy and Instructional Design		
	Establish Teaching-Learning Institute where there are 4 seminars per semester for faculty to discuss teaching styles.	Hope Windle, Dean Ganio, Dept. Chairs, Dept. Secretaries, William Sheldon and his Teaching Learning Institute		
		VICE PRESIDENT AND DEAN OF ENROLLMENT MANAGEMENT		
	Develop program of student services for new SUNY Ulster - Kingston Center.	Ann Marrott		
	Form team of faculty and staff to review and revise where needed placement testing practices to ensure students are placed appropriately.	Ann Marrott, Cornelia Denvir		
		Community Relations, Special Events and Marketing		
	Develop and implement parent outreach and orientation program.	Deb Waller-Frederick		
		DEAN OF ADVANCEMENT AND CONTINUING EDUCATION		

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	Work with SUNY Ulster Student Services to support non-credit students with potential to matriculate into a credit program.	Director of CE and CE Program Coordinators		
	Explore models of "Credit for Prior Learning" as applied to non-credit credentials and non-credit to credit (http://www.insidehighered.com/news/2012/05/07/prior-learning-assessment-catches-quietly).	Director of CE		
Goal #2: Optimize levels of student success by cultivating a learning centered environment.	IMPLICATION FOR NEW RESOURCE ALLOCATIONS			
	Upgrade to Adobe CS6 in graphics lab	\$21,070		
	Upgrade cameras and lighting in visual arts lab	\$6,000		
	Upgrade to Reason 4, ProTools	\$25,000		
	Hire full time faculty member in Veterinary Technology (effective 1/1/14)	\$38,000		
	Hire two full-time faculty members in English (effective 1/1/14)	\$60,000		

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STRATEGIC PLAN GOALS	STRATEGIES	PRINCIPAL INDIVIDUAL(S) RESPONSIBLE	In Progress	Completed
	Equip an additional simulation lab in Nursing	\$54,288		
	Purchase one desktop and six laptops for English faculty	\$8,050		
Goal #2: Optimize levels of student success by cultivating a learning centered	APPLICABLE KEY PERFORMANCE INDICATORS (KPIs)			
	2.1 Raise the average of the past 3 years' Completer Success Rates (NCCBP) by a minimum of 1% in 2012-13 and again in 2013-14 in Math, Writing, and Reading.			
	2.2 Increase the percentage of fall first-time full-time students who register for the following semester from 72.9% to 77% by 2013-2014.			
	2.3 Increase College's overall Fall to Fall Retention Rate by 2% per year.			

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STRATEGIC PLAN GOALS	STRATEGIES	PRINCIPAL INDIVIDUAL(S) RESPONSIBLE	In Progress	Completed
Goal #3: Be a leader in sustainability education and a model of sustainability practice.		Math, Sciences, Engineering and Technology		
	Investigate the possible development of credit bearing courses or programs in the area of green technology, engineering and renewable energy resources.	Department Chair, Engineering Coordinator, Industrial Technology Coordinator		
		VICE PRESIDENT AND DEAN OF ENROLLMENT MANAGEMENT		
	Host a cross-disciplinary "Sustainability Day" which would connect Food Services, Academic Affairs, SGO and local organizations such as the Rondout Valley Growers.	Deb Waller-Frederick		
		Plant Operations		
	Continue to work with outside vendor(s) to create a solar farm outside of the Kelder building to provide a learning space for solar development programs.	Steve Freer		
		DEAN OF ADVANCEMENT & CONTINUING EDUCATION		
	Embrace the use of energy and resource sharing practices and promote and support the utilization of technology to eliminate waste of non-renewable resources and improve operational efficiency.	SBDC Center Director		

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Goal #3: Be a leader in sustainability education and a model of sustainability practice.	NO IMPLICATIONS ON RESOURCE ALLOCATION			
Goal #3: Be a leader in sustainability education and a model of sustainability practice.	APPLICABLE KEY PERFORMANCE INDICATORS (KPIs)			
	3.1 By 2013-14, the College will continue to take measurable steps toward reducing utility consumption by at least 20% from baseline year 1999-2000, to ensure compliance with the 20% reduction in energy consumption as detailed in Executive Order 111: Directing State Agencies, State Authorities, and Other Affected Entities to be More Energy Efficient and Environmentally Aware.			
	3.2 Renewable energy: By 2013-14, a 10% increase in usage of renewable energy sources, including solar, from the baseline established in 1999-2000.			
	3.3 Solid Waste: By 2013-2014, 20% reduction (per unit of finished production) through increased recycling and reuse of waste, from the baseline established in 1999-2000.			
	3.4 In Continuing Education, maximize enrollment in sustainable energy courses.			

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Goal #4: Be a high-performing, cohesive and collaborative college community in all operations.		PRESIDENT		
	Establish Capital Project for the renovation of Sophie Finn School.	President		
	Finish water project.	President		
	Review and update on-campus student housing plans.	President		
		DEAN OF ACADEMIC AFFAIRS		
	Work with Admissions and Student Services to develop an Accelerated Degree Program.	Dean Ganio		
	Institute and train faculty and staff on Degree Works.	Dean Ganio, Marion Goss		
		Art, Design, Music, Theater and Communication		
	Develop new uses of the Muroff-Kotler Gallery as a fully accessible teaching resource and a community resource.	Art/ Machell, Jeffers		

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		English, Foreign Languages and Philosophy		
	Begin visiting Collegian High School classes to observe and evaluate Collegian College courses as per accreditation requirements.	Collegian Coordinator and Department Chairs		
		Math, Sciences, Engineering and Technology		
	Maintain the Industrial Technology Advisory Council and reactivate advisory councils for Engineering and L.A.: Math & Science.	Department Chair Department Faculty, Lab Safety Coordinator, Dean Komdat		
		VICE PRESIDENT & DEAN OF ENROLLMENT MANAGEMENT		
	Collaborate with Academic Affairs to ensure a consistent and transparent transcript evaluation process aligned with System Administration policy.	Matt Green		
	Explore year-round advisement center concept.	McCorry/Denvir/Marrott/Ganio and SSC		

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		DEAN OF ADMINISTRATION		
	Continue exploration of real time registration for Continuing Education, developing Nelnet payment plan for Continuing Education, and improving quality of Banner data in the Continuing Education area.	Amy Winters, Melanie Quick, Sarah Fajardo, OIT		
		Human Resources		
	Continue to develop and implement a comprehensive training schedule for the entire campus, including Right to Know, health & safety, harassment, and workplace violence. All staff to be trained by end of 2013-14.	Human Resources, Dean of Administration, Safety & Security, Mid-Hudson Health & Safety Institute		
	Continue to implement electronic time sheets. All staff to be implemented by end of Fall 2013 semester.	Human Resources, Payroll, OIT		
	Continue to implement a one-day new employee orientation, including employment paperwork, trainings, and campus tours. To be implemented during Spring 2014.	Human Resources		
	Prioritize and work on processes to utilize Banner HR module to its full potential, based on findings by consultant.	Human Resources		
Goal #4: Be a high-performing, cohesive and collaborative college community in all operations.	NO IMPLICATIONS ON RESOURCE ALLOCATION			

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Goal #4: Be a high-performing, cohesive and collaborative college community in all operations.	APPLICABLE KEY PERFORMANCE INDICATORS (KPIs)			
	4.1 At the Stone Ridge campus, by 2013-14 the overall fill rate of classes (number of students enrolled in sections relative to the maximum class size) will increase by 2% per year.			
	4.2 At the Business Resource Center, the overall room utilization in general purpose classrooms for both day and evening time slots will be at or above 35% Mondays – Thursdays, at or above 15% on Fridays, and at or above 10% on Saturdays.			

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STRATEGIC PLAN GOALS	STRATEGIES	PRINCIPAL INDIVIDUAL(S) RESPONSIBLE	In Progress	Completed
Goal #5: Cultivate and effectively leverage diverse resources in support of the College's mission.		DEAN OF ACADEMIC AFFAIRS		
	Negotiate with Ellucian and SUNY Learning Network for more favorable Student Help Desk operations.	Dean Ganio		
		Art, Design, Music, Theater and Communication		
	Continue to look for additional space for growing program needs and increased enrollment in all programs.	Music/Earley, Theatre/ Balantzian, Art/ Machell, Fashion/ Flynn		
		Criminal Justice & Human Services		
	Assist College planning efforts to utilize all resources responsibly in accordance with the College's stated mission.	Department Chairs, College Support Staff, Dean of Academic Affairs Office, College Executive Staff and the Board of Trustees		
		Math, Sciences, Engineering and Technology		

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STRATEGIC PLAN GOALS	STRATEGIES	PRINCIPAL INDIVIDUAL(S) RESPONSIBLE	In Progress	Completed
	Renovate BUR116 into a dedicated smart math classroom for math class scheduling from 8:40 a.m. through 8:45 p.m.	Dean Komdat, Math Coordinator		
	Continue to purchase capital equipment for physics and engineering to replace outdated and/or nonfunctioning devices.	Dean Komdat, Eric Sutter, Stephen Plumb		
		Nursing		
	Develop articulation plan with SUNY IT 1+2+1 for BS and eventual MS in Nursing. (All online is preference for SUNY IT.)	Dean of Academic Affairs, Department Chair and SUNY IT		
		VICE PRESIDENT AND DEAN OF ENROLLMENT MANAGEMENT		
	Formulate compelling Title III proposal for next round of funding.	Wendy McCorry		
		DEAN OF ADVANCEMENT AND CONTINUING EDUCATION		
	Research hospitality and casino training programs.	Program Coordinator and Director of CE		

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Goal #5: Cultivate and effectively leverage diverse resources in support of the College's mission.	IMPLICATION FOR NEW RESOURCE ALLOCATIONS			
	Renovate BUR 116 to be a smart math classroom	\$6,000		
	Purchase equipment for physics and engineering labs	\$31,000		
Goal #5: Cultivate and effectively leverage diverse resources in support of the College's mission.	APPLICABLE KEY PERFORMANCE INDICATORS (KPIs)			
	5.1 The College Foundation provides approximately \$100,000 in revenue to the College annually for academic programs and unrestricted expenses. Over the next five years, the Foundation will increase that amount by at least 5% annually, targeting the areas of greatest need, including nursing and the sciences.			
	5.2 Grant and restricted fund activity will increase from \$2 million in 2010-2011, to \$2.5 million in 2013-2014.			
	5.3 Continuing Education courses will continue to increase in number and revenue produced. Revenue from non-credit operations will increase by 3% in 2013-2014.			

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	<p>5.4 Increase SUNY Ulster's overall average market share of college bound, recent high school graduates from 32% to 33% in 2013-14 from Ellenville, Rondout Valley, Kingston, Saugerties, Onteora, Coleman, New Paltz and Walkkill high schools.</p>			
	<p>5.5 Continue to diversify enrollment composition by targeting home schooled students, veterans, reverse transfers and adults aged 25 to 44 to sustain enrollment for 2013-2014 in the face of declining numbers of high school graduates.</p>			

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Goal #6: Provide leadership in the economic development, civic engagement and enhancement of life in our local, regional and global communities.		DEAN OF ACADEMIC AFFAIRS		
	Develop and promote academic programs in high needs training areas.	Dean Ganio		
		Biological Sciences		
	Evaluate feasibility of new degree or certificate programs in the allied health fields.	Monika Espinasa Dr. Margaret Ordansky		
		VICE PRESIDENT AND DEAN OF ENROLLMENT MANAGEMENT		
	Using Mark Milliron's presentation as a springboard, launch campus-wide discussion and long-range planning for College's future.	Executive Staff		
	Launch and assess 50th Anniversary program of events, publicity and outreach.	Ann Marrott		

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STRATEGIC PLAN GOALS	STRATEGIES	PRINCIPAL INDIVIDUAL(S) RESPONSIBLE	In Progress	Completed
	Launch student leadership development program through the Eleanor Roosevelt Community College Emerging Leaders Program.	Ann Marrott and Deb Waller-Frederick		
Goal #6: Provide leadership in the economic development, civic engagement and enhancement of life in our local, regional and global communities.	IMPLICATION FOR NEW RESOURCE ALLOCATIONS			
	Participate in student leadership development program.	\$5,000		
Goal #6: Provide leadership in the economic development, civic engagement and enhancement of life in our local, regional and global communities.	APPLICABLE KEY PERFORMANCE INDICATORS (KPIs)			
	6.1 Small Business Development Center: Increase the amount of economic investment dollars by 2% annually.			
	6.2 Partnerships and Collaborations: The College will continue to make its facilities available to community, governmental and civic organizations to hold meetings and public service events. The number of public service events held on campus will increase by 1% in 2013-2014.			

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	<p>6.3 Events on campus: The goal of SUNY Ulster’s arts and cultural programming celebrates the rich local artistic and intellectual communities the College serves and provides SUNY Ulster students and community members the opportunity to enjoy and appreciate all forms of arts and to make the arts a part of their lives. The College will focus marketing and programming in order to increase the number of event attendees on campus by 5% each year through 2015.</p>			
	<p>6.4 Increase visible employee participation in the community: The College encourages faculty and staff to participate in and support community projects and organizations by making information available and reporting on campus participation. Campus contributions to United Way, Relay for Life, American Cancer Society, etc. will increase by 5% annually.</p>			

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