



Start Here. Go Far.

SUNY Ulster

A STATE UNIVERSITY OF NEW YORK COMMUNITY COLLEGE

2020-2023

Strategic Plan



Message from the President

SUNY Ulster is a caring community of individuals dedicated to the success of our students. We are proud to champion our commitment to changing lives by providing affordable access to higher education while maintaining rigor and our high standards.

Working together, we are making SUNY Ulster an even better and stronger institution positioned to weather the challenges ahead and poised to ensure its mission endures to serve the county and region. Hearing directly from students, faculty, staff, community and business leaders about their needs from the College and their hopes for the future has been a great inspiration during this strategic planning process. We look forward to expanding collaborations with all of our partners and to the opportunities of our future.

A handwritten signature in black ink, appearing to read "Alan P. Roberts". The signature is fluid and cursive.

Dr. Alan P. Roberts,
President

Vision

SUNY Ulster transforms lives by fostering intellectual growth.

Mission

SUNY Ulster is a comprehensive community college dedicated to providing high-quality and cost-effective learning experiences that prepare students for the challenges and opportunities of a diverse, ever-changing and interconnected global community.

Values

1. Student Success

Keeping student needs first and foremost in our minds as we develop curriculum, services, and delivery systems that help students plan and achieve their goals.

2. Diversity and Civility

Building a culture of inclusiveness, a sense of community, and a respect for diverse beliefs, thoughts, and individual contributions.

3. Commitment to Excellence

Setting, maintaining, and rewarding high standards of academic excellence and always striving to create positive learning outcomes and increased levels of student achievement.

4. Community Collaboration

Developing a variety of opportunities for interaction and exchange of ideas among all members of our internal and external communities through the promotion of open and respectful dialogue.

5. Innovation and Creativity

Fostering critical thinking and reasoning, fresh ideas, questioning, and the expression of different points of view.

6. Flexibility, Responsiveness, and Commitment to Quality Recognizing that we live in a constantly changing environment in which we need to reflect, reassess, and improve our programs and services on an ongoing basis to ensure we are responsive to the needs of students, faculty, staff, and the community.

7. Accountability and Sustainability

Being responsible to our environment, the community, and each other for the careful use of resources by making data-driven decisions that accomplish the completion of College goals that support the College mission.

8. Balance in Our Lives

Promoting time for reflection, renewal, and a healthy learning and working environment with reasonable expectations and workloads.

Committee Members & Working Groups

Dr. Alan Roberts, President
Ad hoc member of Strategic Planning
Committee and all Working Groups

Co-Chairs:

Dr. Crystal Schachter, Ph.D.: Director of
Institutional Effectiveness and Renewal

Dr. Mark Stewart: Associate Professor of
Engineering

Working Group #1:

Kevin Stoner, VP for Academic Affairs

Group Members:

- Wendy Beesely, Student Success
- Matt Brennie, Student Services
- Dr. Ivan Godfrey, Criminal Justice Dept.
- Marie Kropp, Continuing and Prof. Ed.
- Kari Mack, Library
- Penny Rifenburg, English Dept.
- Chris Seubert, Fine Arts Program
- Megan Sheeley, Campus Life
- Austin Singleton, EOP
- Donald Steward, Plant Operations

Working Group #2:

Jennifer Zell, Executive Assistant to the
President

Group Members:

- Dr. Beth Alden, Vet. Tech. Dept.
- Amber Beckley, Accounting
- Wendy Beesely, Student Success
- Keri McArdle, Human Services Dept.
- Barbara Reer, Profe.Tech.Educ.
- James Truitt, Criminal Justice Dept.
- Melanie Quick, Student Accounts
- Lorraine Salmon, Institutional Adv.

Working Group #3:

Matt Green, Interim VP for Enrollment Mgmt.

Group Members:

- Sheryl Chisamore, Instructional Tech.
- Laura Foss, Institutional Research
- Dr. Mindy Kole, Business Dept.
- Sonia Levine, Disability Services
- Lorraine Lopez-Janove, CDO
- Christina Mergandahl, Accounting
- Dolores Quiles, English Dept.
- Megan Sheeley, Campus Life
- Todd Zeff, TRiO

Working Group #4:

Jamie Capuano, VP for Administrative Services

Group Members:

- Daniel Boice, Business Dept.
- Cornelia Denvir, Business Dept.
- Chris Earley, Music Program
- Sarah Fajardo, Registrar's Office
- Marla Gruner, Library
- Jonathan Rhea, Information Technology
- Sandra Wiltshire, Vet. Tech. Dept.
- Amy Winters, Administrative Services

Working Group #5:

Christopher Marx, AVP for Workforce,
Economic Dev. and Community Partnerships

Group Members:

- Shaina Blas, Accounting
- Jamie Capuano, Administrative Services
- Jill Casciaro, Central Services
- Moni Espinasa, Biology Dept.
- Karen Helgers, Physical Sciences Prog.
- Jason Liebergot, Food Services
- Lisa Bonesteel, Chemical Safety Coord.



Definitions & Assumptions

Institutional Goals:

- These are Ulster's broad, long-term intentions.
- The Strategic Plan is based on Ulster's 5 Institutional Goals.
- Each of the Institutional Goals has multiple Strategic Plan Objectives.

Objectives:

- Objectives are desired outcomes that are related to, but more specific than, Institutional Goals.
- Objectives are broad enough to include multiple Strategies.

Strategies:

- Strategies are more precise actions taken to achieve Objectives
- Strategies should be measurable. Achievement may be determined by their being:
 - Binary (done or not done)
 - Quantifiable and having a set measurement target (30% increase, ratio of 2:3, etc.).
- Not all quantifiable Strategies currently have identified Targets.
 - These will be set using data, research, best-practices, benchmarks, past performance, etc. at the time of implementation.

Tactics:

- Tactics are the detailed steps to complete each Strategy. The "To Do" list.
- Tactics will be updated, modified and reevaluated on a continuous basis and not be included as part of the Strategic Plan.
- Upon implementation (2020), Group Leaders will establish working groups that are appropriate for each Strategy, and these groups will determine and implement the Tactics.

Timeline & Process

- 10/8/19 Presentation of 2nd SP Draft to College community
- 10/9-11/1/19 Ongoing feedback and discussions with faculty, staff, external constituencies, and Students
- 10/17/19 Open Forum@3:00PM, College Lounge
- 11/1/19 Deadline for final feedback
- 11/4-11/15/19 Strategic Plan Working Groups and Committee resolution of feedback and final Strategic Plan
- 11/19/19 SUNY Ulster Board of Trustees - Presentation for approval
- 1/20/20 2020-2023 SP Implementation



INSTITUTIONAL GOAL #1:

Provide superb learning experiences to maximize student success through educational programs, campus facilities, and support services.

1. Prepare all Ulster County high school graduates to meet SUNY Ulster's entry college-level coursework requirements.

Strategies:

- Establish relationships with relevant community organizations.
- Implement placement testing preparation in pilot high schools: (Year 1: 20%; Year 2: 60%; Year 3: 100%)
- Partner with high schools to deliver supplemental "college experience" content to students: 2 HS by Fall 2021; 5 HS by Fall 2022; all 9 HS by Fall 2023.
- Assess and coordinate any existing Ulster departmental high school initiatives.

2. Engage in the Guided Pathways approach, a centralized planning model to support students throughout their educational experiences.

Strategies:

- Assess and improve Advising services college-wide to effectively serve all SUNY Ulster students.
- Develop Career Services area.
- Implement a student onboarding process by Fall 2021.
- Implement an annual student satisfaction survey on course offerings/scheduling, quality, services, etc. by Spring 2021.
- Establish procedure for faculty/staff to report student issues and utilize data to take action by Spring 2021.

3. Identify and support effective non-curricular aspects of the student experience.

Strategies:

- Assess need for and effectiveness of non-curricular programs.
- Increase student participation in programs with demonstrated need and success 5% by Spring 2023.
- Centralize coordination of wellness programming and personal support services (Counseling/MH, health, disability, food pantry, boutique, Title IX, physical fitness, crime victim assistance, etc.).
- Intentionally coordinate and integrate student activity and support efforts between instructional and non-instructional areas.
- Assess current resources and services for student athletes, and ensure that those resources adequately facilitate their academic and athletic success.

4. Provide physical facilities that enhance the student experience.

Strategies:

- Incrementally improve instructional spaces to provide appropriate learning environments (e.g., lighting, technology, seating, heating/cooling, use of space, etc.).
- Configure student service offices to co-locate related services by Spring 2023.
- Systemize continuous facilities master planning to address changing needs.
- Create, improve, and maintain spaces dedicated to student development and engagement.

INSTITUTIONAL GOAL #2:

Ensure a cycle of continuous institutional reflection, innovation, and renewal in order to respond and adapt to the changing needs of the College, students, employers, and the external community.

1. Commit to continuous reflection and renewal processes for faculty and staff.

Strategies:

- Assess participation and increase participation in regular professional development opportunities by 2023.
- Implement training on policies, procedures, etc. for all faculty and staff by August 2021.
- Develop on-boarding process for new faculty/staff by August 2020.
- Development of institutional succession planning and cross training plans for sustainability of operations in core functional areas by August 2020.

2. Assess the efficacy all of courses/programs.

Strategies:

- Review and improve course assessment content and processes by August 2020 across all learning modalities.
- Continue and expand Program Prioritization process to non-academic areas by Fall 2021 using 2020-2021 as the non-academic program review process development year.
- Ensure Program Review, General Education, and Course Assessment processes are reflective of best practices.
- Review curricular structure, as relevant to the Guided Pathways approach.
- Systemize collection and utilization of labor market and workforce data to identify opportunities for new programs annually.

3. Leverage technology across the institution to improve efficiencies.

Strategies:

- Align the technology strategic plan to the College's strategic plan by Fall 2020.
- Identify all institutional functionality tools and prioritize deployment, training, and resources by Fall 2020.
- Implement an online course quality control process for regular course design review and provide instructional training updates by Fall 2022.
- Explore appropriate Blackboard shell standardization by Fall 2022.

4. Continuously improve recruitment, training, and retention of personnel.

Strategies:

- Review and update Human Resources organizational structure and processes by August 2021. Increase number of qualified applicants and hires meeting preferred qualifications by 80%
- Systemize on boarding of new hires, including training on job responsibilities by 2021.
- Develop a training program for existing personnel to address areas such as skill and management development.
- Establish a cross representational committee to define and develop personnel retention efforts.

INSTITUTIONAL GOAL #3:

Engage and sustain active, intentional outreach to maximize equity and accessibility across the institution.

1. Recruit and retain faculty/staff/administration with diversity that mirrors our student population.

Strategies:

- Expand recruitment search to attract a diverse applicant base for all new positions.
- Provide search committees with guidance on appropriate diversity and equity considerations in hiring practices by August 2020.
- Develop processes to identify and accurately maintain a record of student characteristics, as guided by SUNY Central and SUNY Ulster Institutional Research (ex: first-gen, limited English, disabilities, etc.).

2. Improve and upgrade College resources to better facilitate access and equity.

Strategies:

- The Office of Disability Services will perform a needs assessment to identify barriers to accessibility, as per ADA guidelines and regulations.
- Develop or reallocate resources to address physical and individual barriers to inclusion, as identified by the needs assessment.
- Train faculty, instructional staff, and student support staff in techniques to support the identified learning needs of our student body.
- Include Universal Design Learning framework as part of the Course Assessment and improvement process for all course formats by 2023.
- Provide student support personnel beyond traditional hours of operation by 2023.

3. Demonstrate a commitment to an inclusive, safe, and welcoming College environment.

Strategies:

- The Chief Diversity Officer will conduct a biannual review of the content and progress of the College Diversity and Inclusion Plan, and make appropriate recommendations based on changing needs.
- Based on the recommendations of the Chief Diversity Officer, provide regular professional development on topics of inclusivity to new and continuing faculty and staff by 2023.
- Use chosen name (name by which one chooses to be addressed while at SUNY Ulster) for students, faculty, and staff on all outward-facing material (IDs, Blackboard, etc.) by 2021.
- The Marketing Department will ensure all electronic and print materials accurately represent our student body.

INSTITUTIONAL GOAL #4:

Demonstrate uniform accountability by ensuring institutional controls to determine allocation of resources.

1. Adopt Standard Operating Procedures that strengthen institutional controls within financial, administrative, and auxiliary operations.

Strategies:

- Draft or update Standard Operating Procedures for Administrative Services by August 2021.
- Ensure 100% compliance with Standard Operating Procedures through targeted mandatory training.
- Implement technology tools to create efficient digital forms and processes by August 2021.

2. Strengthen the budgeting process and decision-making procedures to determine resource allocation.

Strategies:

- Annually, analyze historical budget modification information during each budgeting process.
- Annually, OIT will assess and meet technology needs as part of resource allocation decisions
- Funding allocation decisions will include consideration of contribution to the current Mission and Strategic Plan.
- Maintain a fund balance ranging from 5% to 15% of operating budget, consistent with New York State Comptroller and SUNY guidelines.
- Establish a process for assessment of resource allocation by August 2021.
- Implement process for Administrative Services to assist in budget development prior to presentation.

INSTITUTIONAL GOAL #5:

Commit to environmental sustainability through the conscientious use of resources.

1. Increase student awareness of the value of environmental sustainability.

Strategies:

- When students graduate from the College, they will be competent in their awareness of the value of environmental sustainability.

2. Achieve 90% of electric building energy usage from renewable sources.

Strategies:

- Develop clean energy master plan that sets goals for energy usage and goals for energy from renewable sources. A baseline audit will be completed by Summer 2021.
- Implement energy strategies within the ongoing facility master plan implementation.

3. Increase environmental sustainability through a measurable reduction in the carbon footprint of the campus

Strategies:

- By 2021, use a carbon footprint rubric to establish a baseline of the College's:
 - use/disposal of paper,
 - electricity energy usage,
 - solid waste (garbage) to recycling ratio
- By 2022, implement strategies to:
 - reduce the College's paper usage/disposal
 - reduce the College's electric energy usage,
 - increase the College's recycling in relation to solid waste (garbage).
- Biannually assess the above Strategies by measuring change, and maintain or adjust as appropriate.

4. Align skills and competencies desired by local industry to learning outcomes and credentials achieved in Clean Technology programs.

Strategies:

- Annually assess and adjust learning outcomes to match skills and competencies desired by industry.
- Finalize development of an AOS program in building science/ building maintenance and management to create a pathway that aligns with current industry needs and creates a pathway for students to a cleantech field by 2021.



www.sunyulster.edu



PO Box 557 | Stone Ridge, NY 12484 | 845-687- 5000