2022 STRATEGIC PLAN
PROGRESS REPORT

Hudson
Valley
Community
College

The State University
of New York

The HVCC 2019-2024 Strategic Plan, completed in 2019 was built to serve as a roadmap for the future. The plan's construction began with a college wide SWOT (strengths, weaknesses, opportunities, and threats) analysis, conducted by a steering committee, led by expert guidance from Campus Labs, inc. The steering committee was made up of representatives selected from across the campus, representing every aspect of the institution, including students, faculty, administrators, the board of trustees, and members of the Academic Senate Planning Committee.

This blend of experience and expertise insured that the plan would be grounded in measurable and meaningful attributes that would serve the college as a guiding document.   President Ramsammy stated at that time that this would not be a "book on a shelf", but would instead be an active, living document that would be followed intently, to achieve the goals outlined within the plan. With input from the steering committee, along with survey results, town hall discussions, e-mail messages and direct consultation with Dr. Ramsammy, the relevant topics of the final product focused on the following six priorities.

Commit To Student Success, Inclusion and Equity

Encourage Faculty and Staff Excellence

Enhance Academic Excellence

Expand Partnerships and Community Engagement

Optimize Enrollment

Reinvigorate Campus Culture and Infrastructure

A view from anywhere on campus from 2019 to 2022 would clearly reveal that a great deal of activity and progress in these areas have taken place. There were 44 goals recognized and developed under the six priorities, which further translated into 174 strategies, making up the entire plan. In 2019, the Nuventive system, also used to track and measure Institutional Assessment, was adapted to track progress in the implementation of the Strategic Plan. Executive team members encouraged their subordinates to address plan strategies in their annual assessment and unit plans. This effort further codified a sense of commitment to the plan by employees campus-wide. Analyses based on data collected in Nuventive will be provided within this report.

In the time since the plan was completed, HVCC, along with other colleges nationwide, experienced the challenges of the Covid 19 pandemic as well as a steadily declining population of college entry-age individuals. Concurrent with these factors was the Excelsior Scholarship program offered by SUNY, which acted as an attractive alternative for students to attend a four-year college vs. a community college. A vibrant job market, coupled with a trend toward higher

paying entry level employment opportunities has further compounded the enrollment landscape as historically, enrollment has been higher in weaker job markets. Together, these factors have caused HVCC to seek solutions in the plan implementation tactics and strategies. As highlighted in this report, the fifth priority, Optimize Enrollment was referenced and acted upon most frequently and with an intensity geared toward succeeding in the face of these many challenges. As outlined in the plan, many efforts have been adopted in generating interest in HVCC from non-traditional students from international locations as well as underrepresented socioeconomic and ethnic populations in our community.

In addition to efforts to neutralize the impacts of declining enrollment, HVCC has not lost sight of its commitment to its business and economic community partners. This commitment requires a focused effort on the development and delivery of educational programs that serve students in preparing for careers in emerging technologies and sciences. In this direction, we see an unrelenting drive toward fund raising and strategic planning for infrastructure and capable faculty to support the programs dictated by future employers of our graduates. Details of these activities will be evident in this report.

The balance of plan priorities was designed to develop a singular focus on our students in facilitating their arrival, orientation, advisement, and ultimate academic success at HVCC. Development of faculty, program content, and student support services also demand constant attention and execution. Activities, investment, and development of all these factors are present in the Strategic Plan and in the actions driven by it.

We will now turn to a collection of highlights that are reflective of initiatives undertaken in response to the intended outcomes of the plan strategies.

Under priority #1 Commit To Student Success, Inclusion and Equity, the following activities have been planned and or executed during the 2020-2021 academic year.

Strategy # 1.1.1 Reinforce current efforts and develop additional support programs as necessary for populations that could include: •Students in poor academic standing•Low-income students•First-generation students•Military veterans•International students•Formerly incarcerated students•Students with disabilities•Students from underrepresented groups

Current status: A multitude of efforts continue to be implemented in this area including establishment of the Veteran's Center in 2020, and outreach programs within the CDO organization. The "First Year Experience" has adopted a number of initiatives aimed at supporting student populations in need. Technology enhancements including CRM Advise are also now online, facilitating the identification of special needs. Preferred name policy and procedures have been implemented. Academic Advisement : Student Outreach and Advisement Retention Center (SOAR) was implemented

brining Student Services and Academic Affairs together to create Student Success Plans and focused academic advisement.

Strategy # 1.3.4 Continue a formal campus conversation examining and clarifying current advising and orientation practices across programs, departments, and centers with the goal of improving consistency and impact

Current status: After a multitude of campus conversations, advising and orientation practices and programs have been modified and updated with the goal of meeting students' needs and expectations. The "First Year Experience", College Forum, and customized orientations for specific groups have been adopted. It has become clear that there were opportunities for consistency among many aspects of these endeavors, there have also been valid reasons for subtle differences among the various activities associated with advising and orientation.

Strategy # 1.5.3 Examine textbook/other supplies affordability as a barrier to student success and consider ways to lower costs if found necessary

Current status: Affordability as a barrier to student success has been addressed in a number of ways including expanded use or OERs, free textbook offerings in certain semesters, and a freeze in tuition rates for 2020-2021. These and other actions geared to enhancing affordability will be ongoing. Courses that use OERs can also be searched in Schedule Planner.

Strategy # 1.5.4 Execute proactive interventions reliant on greater communication and shared data among campus offices, employees, and students

Current status: CRMs have been implemented, and additional aspects of the software will be brought online in the future. It is expected that future development of this strategy will be part of the overall CRM group of services. College Success Referral System provides information via CRM for faculty, students and advisors. Capabilities in this area will continue to be developed.

Strategy # 1.7.2 Develop program-specific models to predict students (both successful and at-risk), then design and implement appropriate intervention or support strategies built in to each department

Current status: CRM Advise has supported accomplishment of this strategy in the following ways. Use of CRM Advise for submission of referrals and all associated communications through the College Success Referral System. The new system has strengthened communication between faculty and advisors as well as with students. Faculty are now informed about when the referrals they have submitted have been addressed. Creation of a student profile in CRM Advise that pulls together information from 9 different screens in Banner. This profile centralizes much of the information advisors need to have handy in order to facilitate effective advisement meetings.

Under priority #2 Encourage Faculty and Staff Excellence, the following activities have been planned and or executed during the 2020-2021 academic year.

Strategy # 2.2.3 Implement a standing process improvement challenge with defined expectations from a clear message from the President

Current status: In 2020, emphasis has been placed on incorporating Strategic Plan related initiatives into annual Assessment and Unit Plans. This has been communicated at the Executive Team level and was strengthened by commitment from the President. Institutional Effectiveness Staff will track the extent to which this occurs.

Strategy # 2.3.3 Promote wellness

Current status: Campus Health Staff have risen to assume the task of Covid 19 related preparations and planning for migration to online learning and back to campus migrations in the aftermath of the pandemic. These efforts have minimized exposure to the virus, established testing and screening protocols, and communicated needed information to the campus community on an ongoing basis.

Strategy # 2.3.6 Thoughtfully consider succession planning and implement procedures and practices that ensure seamless transitions

Current status: HR reports that discussions at the Executive Team level have taken place regarding succession planning. A formal structure for succession is not yet in place.

Strategy # 2.4.1 Aim to routinely modernize technology on campus and consider ways to meet the needs of students, including exploring text messaging capabilities and developing relevant mobile technologies/applications

Current status: Continuing to implement features of CRM recruit and CRM Advise, along with plans to introduce a chat bot in the near future.

Under priority #3 Enhance Academic Excellence, the following activities have been planned and or executed during the 2020-2021 academic year.

Strategy # 3.1.2 Develop a Military/Veterans Center on campus

Current status: Veteran's Center has opened in the Siek Center on the first floor, staffed by Dan Wargo. Partnership (GRANT) with HVCC and Rensselaer County to provide expanded veterans assistance and services.

Strategy # 3.2.1 Develop a guided pathways model to improve timely program completion and maximize transfer potential for students in relevant programs

Current status: CO-Chair has been selected; Meta majors created; new Advisement Model moved LAS tracks to appropriate academic departments

Strategy # 3.3.2 Emphasize scholarship of teaching and learning opportunities as part of faculty professional development

Current status: In 2020-2021, the Center for Professional Excellence offered 38 workshops in the area of Teaching and Learning. We had 284 registrants for those 38 workshops. One person completed the Teaching and Learning Certificate during the 2020-2021 academic year.

Strategy # 3.7.2 Identify meaningful opportunities for marketing a sustainable presence in areas such as: Albany County, Saratoga County, Western Massachusetts, Southern Vermont, Schenectady County, Columbia County and Rensselaer County

Current status: Ongoing, Expansion of TEC-SMART is being planned and funding efforts are underway.

Under priority #4, Expand Partnerships and Community Engagement, the following activities have been planned and or executed during the 2020-2021 academic year.

Strategy # 4.3.1 Enhance current dual enrollment partnerships, emphasizing a willingness to assist local school districts in maximizing opportunities for their students as well as including potential alignment of curriculum and supporting students understanding major choice

Current status:

Strategy # 4.5.1 Consider developing advisory committees for areas not currently represented

Current status: New Advisory Committee guidelines have been adopted, which require Advisory Committees for all accredited programs. Guidelines have been attached below.

Strategy # 4.7.2 Create a defined process, point person and database for all agreements to ensure timely processing of transfer articulation agreements to improving upon current processes.

Current status: This is an ongoing effort.

Under priority #5, Optimize Enrollment, the following activities have been planned and or executed during the 2020-2021 academic year.

Strategy # 5.1.3 Further develop and promote life experience credit for entering students

Current status: The Life Experience Program was reassigned to the Associate Dean for Academic Advisement and Retention in September 2021. Since then, discussions have occurred within the SOAR - Office of Student Outreach, Advisement, and Retention about revising the program to function more expeditiously through a computerized process involving Students, Department Chairs, Content Experts, and the Registrar's Office. One source of technology being considered includes DynamicForms.

Strategy # 5.2.1 Adopt, implement, and fully utilize a customer relationship management system to enable automated communications and text messaging

Current status: CRM implementation is well underway. Additional technologies are planned including chat bot and texting

Strategy # 5.2.2 Complete course equivalency analyses and publish a database for most prominent feeder transfer institutions

Current status: We are currently looking at software options to move the effort along. Additional analysis to come. M.Howe.

Strategy # 5.3.1 Adopt a clear, campus-wide definition and set of expectations regarding New Student Orientation and examine current practices to ensure alignment

Current status: Orientation is currently undergoing a revamp. We are looking to offer sessions based on the schools so students are meeting classmates. We are also looking to incorporate faculty from all of the programs into the orientation to explain why their program is unique and what to expect. The orientation will also be upgraded to a longer session, we are looking to make it more of an event rather than daily information session. Working with college forum we plan to make sure we are aligned with the correct information going forward

Strategy # 5.3.2 Consider usage and design of Guenther Enrollment Services Center to maximize efficiency and effectiveness of student enrollment and onboarding

Current status: This is part of the College's Facilities Master Plan. Some aspects of the plan have been postponed by Covid 19 pamdemic.

Strategy # 5.3.3 Design enrollment processes that ensure students feel appreciated and receive regular, continual communication from the institution to build excitement and preparedness

Current status: Currently using CRM to communicate with students. FYE is in use and other programs are under development.

Strategy # 5.3.4 Develop an intentional First Year Experience that aims to link the goals of New Student Orientation, advising, and co-curricular opportunities

Current status: Right now we are focused on Mobile placement testing, updating orientation, creating ADA compliant online orientation, first year offerings such as student mentors and enrollment help going into the fall semester. Once we are through the covid challenge and on more stable ground, I hope to add a few additional opportunities for all students on campus.

Strategy # 5.3.6 Ensure an overarching welcoming environment through program specific mentoring and advisement

Current status: The EOP Program paired 58 students with an EOP Staff member mentor, requested progress reports from their instructors and had student's patriciate in tutoring and study skill workshops

Strategy # 5.4.3 Expand international partnerships to drive enrollment growth and diversify the college community

Current status: The college has developed numerous strategic partnerships and cultivated external relations, that advance the college's internationalization efforts. For example, HVCC has entered into a partnership with the Ministry of Public Education of Costa Rica (MEP). The College will work with MEP, on reducing the existing gaps between the urban and rural educational offerings in Costa Rica. HVCC and MEP signed a Memorandum of Understanding on November 11, 2021. This is the first partnership between a U.S. Higher Education Institution and MEP.

The college has developed partnerships with a number of high schools and universities across the globe, which have led to innovative program models that contribute to internationalization efforts. For example, the Universidad Isaac Newton, in Costa Rica, has provided HVCC with office space on campus. This office space, provides HVCC with a physical presence, that facilitates and enhances our outreach efforts, in Costa Rica, as well as the Central American Region.

Another innovative program model, that has been developed through partnerships, that contribute to internationalization efforts, is the Global Classroom High School Program (GCHP). Launched in Costa Rica, in the summer of 2020, the GCHP allows high school students outside the United States to take credited college-level courses (delivered online, asynchronous), at a significantly reduced cost. Credits can be applied to HVCC programs or transferred to most four-year colleges and universities in the United States, as well as many institutions outside the United States. The program has been very successful, enrolling students from twenty-two countries, during the summer of 2021.

Our international partnerships enable the college to connect with diverse groups of individuals, across the globe, that we otherwise would not have contact with. For example, In July of 2019, a delegation from the college visited the Visayas Region of Samar in the Philippines. While there, the delegation explored educational partnerships in the region and provided training to teachers within the Villareal School District in Dental Health Education and Non-Reader Instruction. HVCC intends to send students who are enrolled in Clean Energy Management, Construction Management, Construction Technology and Electrical Construction and Maintenance to assist with on-going reconstruction efforts in the region to provide water and

electricity solutions, and continue to advance its role in Teacher Education. Additionally, HVCC and Eastern Visayas State University (EVSU) jointly signed a memorandum of understanding establishing a sister school relationship, which includes the exchange of teaching, research and library resources.

Additionally, the college is partnering with an organization in Ghana, to train women to become Photovoltaic Technicians, to engage in solar panel installation and maintenance. This program will address a significant need in the workforce in Ghana, while also providing education and training to Ghanaian women, who are often marginalized.

The college has entering into successful community partnerships that support internationalization efforts. One example is the Centro Civico/HVCC partnership to offer free community-based ESL courses. This strengthens the colleges connection to a community, mostly comprised of individuals who are new arrivals to the U.S.

In July of 2021, HVCC entered into a partnership with the International Center of the Capital Region (ICCR), moving their headquarters onto campus, next to the Office of Global Initiatives. This will allow the ICCR to more effectively provide citizen diplomacy experiences, to delegations from outside the U.S., while also increasing the college's ability to develop international partnerships and increase its global impact. Each of the college's strategic partnerships are centered around a list of mutually agreed upon desired outcomes. The college measures the impact of each strategic partnership, based upon the progress that has been made toward achieving each of the desired outcomes.

While delivering the Keynote Address during the University Global Coalition, held on September 21, 2020, Ms. Amina J. Mohammed, Deputy Secretary-General of the United Nations and Chair of the United Nations Sustainable Development Group, highlighted the imperative for cross-border collaborations. HVCC believes that her insight is more relevant now, than ever before. Through cross-border, as well as domestic collaborations, along with the development and use of innovative student-centered programs, the College is committed to further internationalization, with the goal of increasing our global impact, while driving enrollment growth and diversifying the college community population!

Strategy # 5.4.5 Grow and expand high school programming, including College in the High School and Early College high school programs

Current status: We continue to work with local districts to explore new opportunities and get

new faculty approved to teach. This past summer as a result of the pandemic we offered

online summer courses to this population and increased enrollment by 50% over last summer

Strategy # 5.4.11 Work with Department Chairs to determine feasibility of expanding capped programs with existing demand

Current status: HVCC North will be designed to accomplish this in part, while further expanding the geographic reach of the college.

Under priority #6, Reinvigorate Campus Culture and Infrastructure, the following activities have been planned and or executed during the 2020-2021 academic year.

Strategy # 6.1.1 Emphasize the role of assessment and institutional effectiveness beyond regional accreditation

Current status: An atmosphere of assessment and continuous improvement has been the subject of multiple campus communications vehicles, as well as a topic for discussion at leadership team meetings. Continual Nuventive training has been ongoing through the fall 21 semester. An active Assessment Committee meets bi weekly and communicates minutes with the campus community.

Strategy # 6.2.1 Ensure comprehensive, accurate, and accessible data is available for relevant analyses across campus

Current status: The establishment of Enterprise Operations, maturity of Nuventive, argos report capabilities have jointly contributed to a more robust source of analytical dat

Strategy # 6.3.2 Define and practice shared governance across all levels of the institution

Current status: In Fall 2021, the new Academic Senate Chair has openly expressed her goal of increasing awareness of Senate initiatives, meetings with Senior Leadership and a renewed posture of collaboration with the college leadership. A Senate survey is being administered in 2021 to gauge perspective from the college community toward the Senate/Shared Governance.

Strategy # 6.5.2 Identify alternative energy source capabilities on campus

Current status: EH&S will be seeking funds for a study of the feasibility, cost involved, and benefits of converting our large quantity of parking lots into solar car ports. Such a project could add several acres of solar energy harvesting capability t the campus. A part of this study will also be to look at solar array walkways over many of the current campus walking pathways

Strategy # 6.6.2 Ensure a financial planning and budget process that is aligned with the mission and goals of the institution, evidence-based, and clearly linked to college and unit strategic plans and objectives

Current status: Nuventive system has assisted in this area by identifying unit plan budget requests, summarizing them and using summaries to inform the budget allocation process. Budgeting software introduced in 2021 will aid this further.