

OCC College Leadership Council - Agenda

October 18, 2024

2:00 – 4:00 PM

Whitney 210

Members Present:

Staff and Students Present:

Agenda

Item	Presenter	Main Point of Discussion	Outcome	Follow-up Actions
Call to Order	Dr. Hilton			
Approval of minutes from 9-20-24	Dr. Hilton			
CLC Newsletter	Dr. Hilton			
Shared Governance - Update	Dr. Hilton			
Campus Climate Survey - Update	J. Hart			
Strategic Plan/KPI's	Dr. Vormwald			
Middle States	Dr. Hilton			
Open Forum for Council Members	Dr. Hilton			

Meeting adjourned at PM.

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 September 20, 2024
 2:00 – 4:00 PM
 Whitney 210

Members Present: Fernando Guzman; Julie Hart; Dr. Warren Hilton; Dr. Patrick Kenny; Kelly Larrivey; Mark Manning; Grace Meeker; Clancy Stone; Olin Stratton; James Taylor; Anastasia Urtz

Staff and Students Present: Heather Patrick; Scott Whalen

Agenda

Item	Presenter	Main Point of Discussion	Outcome	Follow-up Actions
Call to Order	Dr. Hilton	Dr. Hilton called the meeting to order at 2:01 PM.		
Introduction of Members	Dr. Hilton	Dr. Hilton facilitated introductions of the members.		
Review of meeting processes, procedures and bylaws	Dr. Hilton	Dr. Hilton facilitated the review of meeting processes, procedures and bylaws.		
Approval of minutes from 5-10-24	Dr. Hilton	Motion by James Taylor; seconded by Anastasia Urtz. All in favor; none opposed.		
CLC Content/Schedule	Dr. Hilton	Dr. Hilton reviewed the CLC meeting content and schedule for the 2024-25 academic year.		
CLC Newsletter	Dr. Hilton	J. Hart will work to prepare a CLC newsletter to be mailed out within a week of each CLC meeting to inform the campus community of work taking place.		
Policy Review	Dr. Hilton	A. Urtz provided the history behind the need for the policies and asked that the members take them back to their constituent bodies for further review and to report back at the November 15, 2024 CLC meeting.	To be placed back on the CLC agenda for the November 15, 2024 meeting.	

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Shared Governance	Dr. Hilton	Dr. Hilton reviewed the existing shared governance flow chart and statement with the members.	To be placed back on the CLC agenda for October 18, 2024 CLC meeting.	
Campus Climate Survey	S. Whalen	S. Whalen provided an update on the status of the Campus Climate survey workgroup.	A date will be determined for the training from Franklin Covey; Faculty Senate will select two members to facilitate the training; Executive Council will select two administrators to facilitate the training. Will report back on this at the October 18, 2024 CLC meeting.	
Middle States	Dr. Hilton	A. Urtz provided an overview of the Middle States process and where things stand currently.		
Open Forum for Council Members	Dr. Hilton	<p>O. Stratton mentioned that Oksana Korol created an app for developing student schedules and is suggesting further conversation take place. M. Manning suggested that Administrative Systems Oversight Team (ASOT) review this and report back at an upcoming CLC meeting. Perhaps a demonstration to the SGA Officers. More conversation will follow.</p> <p>O. Stratton continued with a conversation on plagiarism software and that Senate will be bringing forward a request.</p> <p>O. Stratton asked if there was any more conversation surrounding a</p>		

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			<p>switch to Banner. Dr. Hilton suggested that it wait until the Middle States reaccreditation is complete and we learn more about SUNY's intentions.</p> <p>Dr. Hilton brought up the college's Strategic Plan and the Key Performance Indicators (KPI's). He discussed the need for development of Operational Plans and the connection to 4DX and the alignment with the same.</p> <p>A. Urtz shared that she attended an event on campus yesterday with Senator Rachel May and a conversation surrounding poverty and inequity in the area. Adjunct Professor Monroe create this event.</p> <p>Dr. Hilton provided an enrollment update, sharing the increases we are seeing in persistence.</p>		
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Meeting adjourned at 3:14 PM.

Training list – EC, EEC, CLC, Campus Climate Survey Workgroup

Dr. Warren Hilton

Anastasia Urtz

Mark Manning

Dr. Agatha Awuah

Sarah Gaffney

Monifa Wilcox

Julie Hart

Dr. Eunice Williams

Jenna Alexander

Michael Borsz

David Furney

Roger Mirabito

Daniel Nemeth-Neumann

Jeff Peckins

Kevin Sapio

Nicole Schlater

Dr. Scott Schuhert

Olin Stratton

Sue Tormey

Erin Vaccaro

Fernando Guzman

Grace Meeker

Dr. Sean Vormwald

Dr. Larry Weiskirch

Brian Wetherby

Steve Wiley

Louis Noce

Dr. Patrick Kenny

Kelly Larrivey

Lori Doyle

James Taylor

Clancy Stone

Dr. Malkiel Choseed

Scott Whalen

Nancy Carr

Enid Reiley

Mary Jones

Facilitators: Dr. Katharine Rumrill-Teece; Christian Heisler (Faculty)
Enid Reiley; Abby Klein (Administrators)

College Leadership Council Recommendations for 2024-25

Based on results of the 2024 Assessment

- The development of a retreat/orientation session at the beginning of the academic year for both CLC and Committee members to review their charges, clarify roles and select co-chairs.
- Ask for feedback at the end of the academic year from each committee on items they feel could be possible charges for the new year, or work they wish to continue from the previous year.
- Update the CLC webpage. Currently, it resides on the employee side; make it visible to all and update the current information (last updates were from 2020).
- Update the webpages for each Committee (they currently exist) and develop a new page for Data Governance. Include membership and charges each year. Encourage each committee to keep detailed records of minutes and agendas for placement on the web in a timely manner.
- Develop a College Leadership Council email/newsletter that will be sent to the campus community after each meeting, recapping what transpired, what action is taken, and include a link that brings them to the webpage where they can review the minutes.
- Ask for volunteer members from across campus who would be interested in serving on a Committee.
- Encourage all committee co-chairs to regularly attend CLC meeting so they can be sure they are bringing information back to their constituents on their committees.
- Development of Committee “plans”, similar to the Institutional Effectiveness Plan, that correlates to the work of the Strategic Plan, and provides a baseline for the work of the Committee each academic year. Additional charges will be added based on feedback from constituents and the President.

CLC NEWS

College Leadership Council Newsletter



- In this issue:**
- ◆ Purpose of the CLC
 - ◆ Committees of the CLC
 - ◆ Agenda items from the September 20, 2024 meeting

What is College Leadership Council?

College Leadership Council (CLC) serves as the central, cross-campus governance body responsible for advising the President on strategic issues, projects, and proposals with significant cross-institutional impact.

CLC Committees

- ⇒ Programs and Academic Support Committee
www.sunyocc.edu/programs-and-academic-support-committee
- ⇒ Student Success Council
www.sunyocc.edu/student-success-council
- ⇒ Institutional Effectiveness Committee
www.sunyocc.edu/institutional-effectiveness-committee
- ⇒ Data Governance Committee
Webpage under development

As part of the recent assessment completed by the CLC in spring of 2024, one of the recommendations from the group was to inform the campus community of the work taking place on a regular basis—hence the creation of this newsletter which will be supplied after each scheduled meeting. Campus members can also visit the CLC website at www.sunyocc.edu/college-leadership-council for more information.

At the September 20, 2024 meeting, here are a few of the agenda items that were discussed:

Three new policies were presented to the members to take back to their constituents for review. These include:

- *Policy A13: Instructing Family Members
- *B22 Conflict of Interest
- *B23 Third-party Provider

Members were also asked to review the current definition of shared governance and the College's graphic representation of the same, providing updates at an upcoming meeting.

An update was provided on the campus climate survey from last year with an explanation provided of the training recommendations that Executive Council is currently reviewing.

Members discussed current events related to Middle States and what next steps are before our site visit in 2026.



CLC meetings are open to the campus community. The next scheduled meeting is October 18, 2024 in Whitney 210 at 2:00 PM.



ONONDAGA
COMMUNITY COLLEGE

An aerial photograph of a campus walkway. The walkway is a wide, paved path that curves through a lush green area with many trees. Several people, likely students, are walking along the path. In the background, there are brick buildings and more trees under a blue sky with scattered clouds.

Strategic Plan

2023-2028

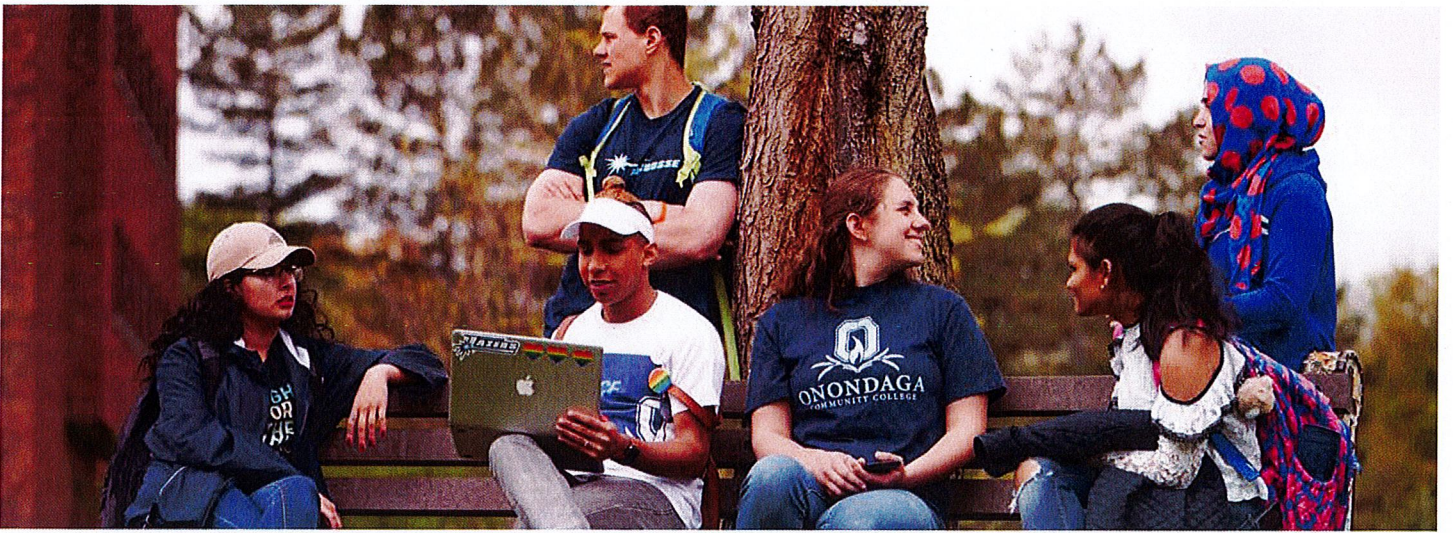
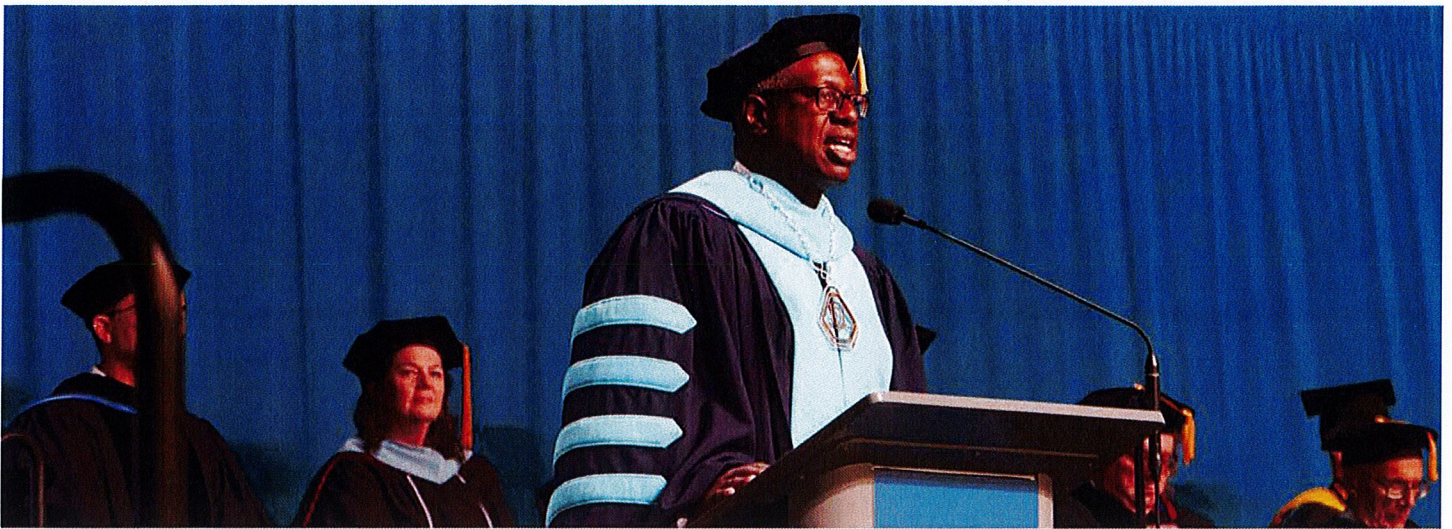


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Message from the President

Dr. Warren Hilton

Dear Colleagues,

As members of the OCC family, we all have the ability to play a role in this institution's future and its critical place in the community. Last year we launched a Strategic Planning Task Force. The campus-wide representative group of faculty, staff, students, and administrators was led by Co-chairs Lisa Hoff and Dr. Sean Vormwald. I thank them for their work on this important initiative which included intense and provocative discussion about how best to serve our students.

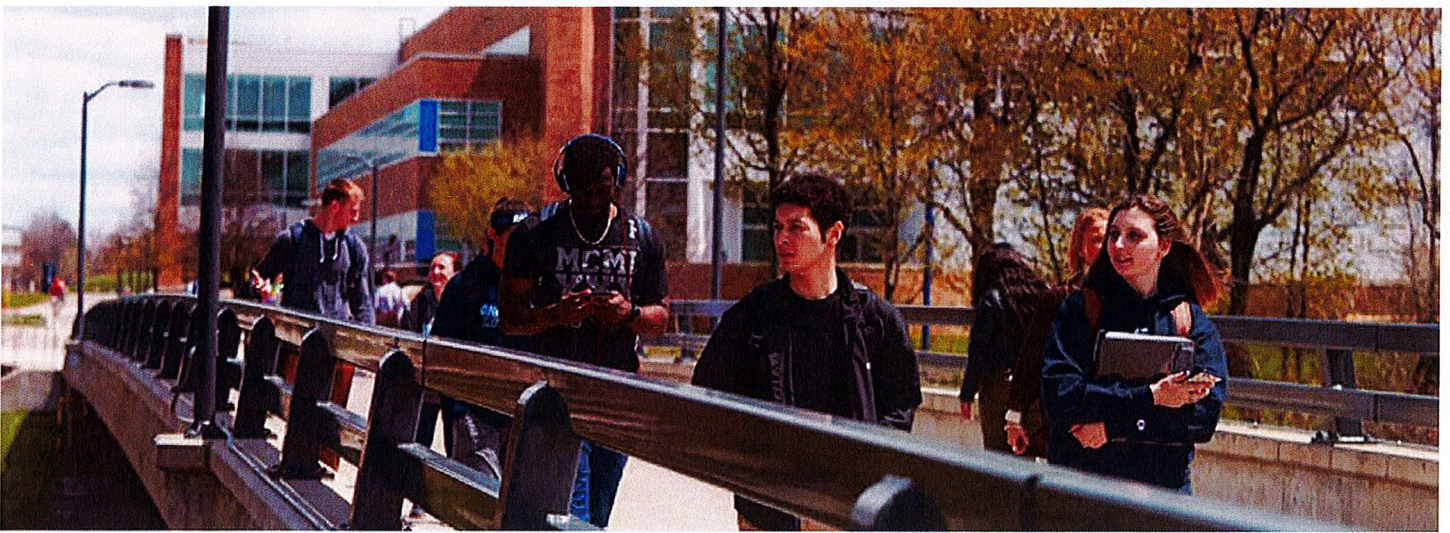
It has been my experience that many Strategic Plans are often cumbersome and include too many goals which stretch resources so thin that few, if any, can be achieved. I'm proud to say our Strategic Plan has three main goals centered around the following: academic success, student experience, and communication.

I believe this plan will point the way for us as we fortify our position as Central New York's Partner in Education for Success. Through our 2023-2028 Strategic Plan we will continue to serve a higher purpose and contribute to the greater good.

The Strategic Plan is one of the main tenets of our institution along with our Mission and Values, our Enrollment Management Plan, our Diversity, Equity & Inclusion Master Plan, and our Facilities Master Plan.

Go Lazars!

Warren Hilton
President



Task Force Membership

Strategic Planning Task Force Members 2022-2024

Lisa Hoff, Co-chair, Library Department Chair, Associate Professor, VP Faculty Senate

Dr. Sean Vormwald, Co-chair, Director of Data Insights & Visualization

Dr. Agatha Awuah, Vice President, Institutional Planning, Assessment, & Research

Helaine Lubar, Professor of English

Daniel Nemeth-Neumann, J.D., Assistant Dean, Student Affairs

Amy Proulx, Assistant Controller

Olin Stratton, Professor of Mathematics, President Faculty Senate (2023-24)

Dr. Chris Thuot, Assistant Provost (2022-23)

Shayne Turo, Student Representative

Anthony Vadala, Instructor, Broadcast Media Communications (2022-23)

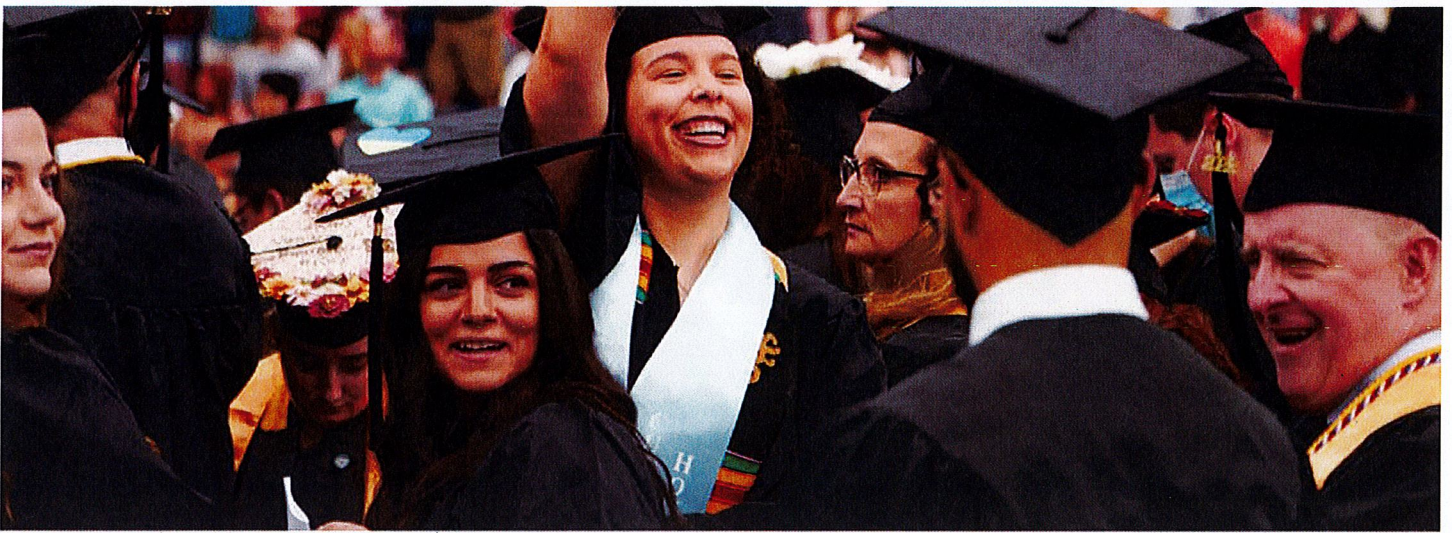
Dr. Eunice Williams, Vice President, Chief Diversity Officer



Task Force Charge

In the fall of 2022, Onondaga Community College (OCC) began a collaborative and inclusive effort to develop a new strategic plan that will provide a roadmap for the institution to reach its short- and long-term goals. OCC President, Dr. Warren Hilton, charged the Strategic Planning Task Force with creating a plan to advance OCC as a supportive and welcoming college dedicated to student success and achievement. This encouraged the Task Force to consider a plan that is:

- Aspirational and achievable;
- Considers our unique role in the region;
- Simple, direct, and coherent;
- Keeps student success at the forefront of all that we do; and
- Ensures good stewardship of resources.



Mission, Vision, and Core Values

Mission

Onondaga Community College is Central New York's partner in education for success.

Achieving our mission through:

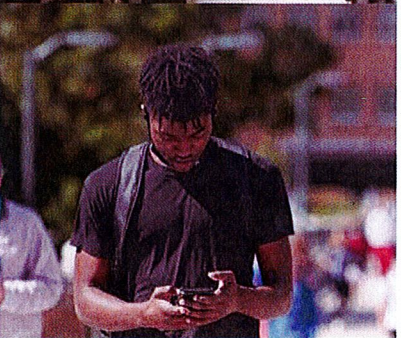
- Student Access, Retention, Completion, Transfer
- Academic Excellence
- Student Engagement and Support
- Career and Workforce Advancement
- Responsible Stewardship of Resources
- Community Engagement

Vision

Onondaga Community College will be recognized as a dynamic leader in higher education and as one of the nation's most innovative community colleges.

Core Values

- Students First – Keep students at the center of all we do.
- Learning – Embrace the lifelong pursuit of knowledge and free expression of ideas in a safe environment to advance the individual and the community.
- Excellence – Strive for continual improvement and innovation to seek our highest potential.
- Diversity – Enrich learning through an inclusive campus environment that respects human dignity and difference.
- Community – Foster active and productive participation in building a mutually supportive environment for members of the campus and broader communities.
- Responsibility – Build a culture of integrity and accountability to develop both self and others.

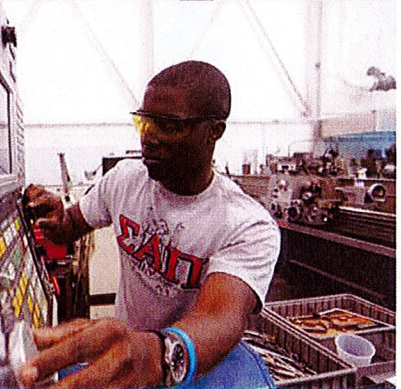


Equity Statement

Onondaga Community College is committed to addressing all inequities in its policies, practices, services, and programs. The following statement was endorsed by the College Leadership Council, Student Association, and Faculty Senate, accepted by former college president, Dr. Casey Crabill, and approved on January 26, 2021, by the OCC Board of Trustees:

At Onondaga Community College, equity permeates all we do. We believe everyone should have access to higher education and be treated equitably and fairly as a member of our community. Our institution recognizes the structural barriers and histories of systemic discrimination that have limited opportunities for marginalized, underrepresented, and underserved groups. We are invested in addressing the imbalances of power that contribute to patterns of exclusion and disparities in access to education, retention, and completion.

Our commitment to equity entails routinely assessing the fairness of our institutional policies, practices, and culture and implementing data-driven improvement plans. We are dedicated to informing our community when inequities manifest at our institution and in the broader society. Through ongoing dialogue and critical reflection, we will continue to identify and ameliorate gaps in equity consciousness on our campus and cultivate an inclusive environment that facilitates every individual's self-actualization and success. It is our priority to ensure our students and employees receive access to the resources they need to thrive and achieve their goals. We remain steadfast as an ally in the pursuit of justice and meaningful change. With our efforts to advance educational opportunities and equitable outcomes for all, we collectively affirm equity as not only an institutional value, but our promise.



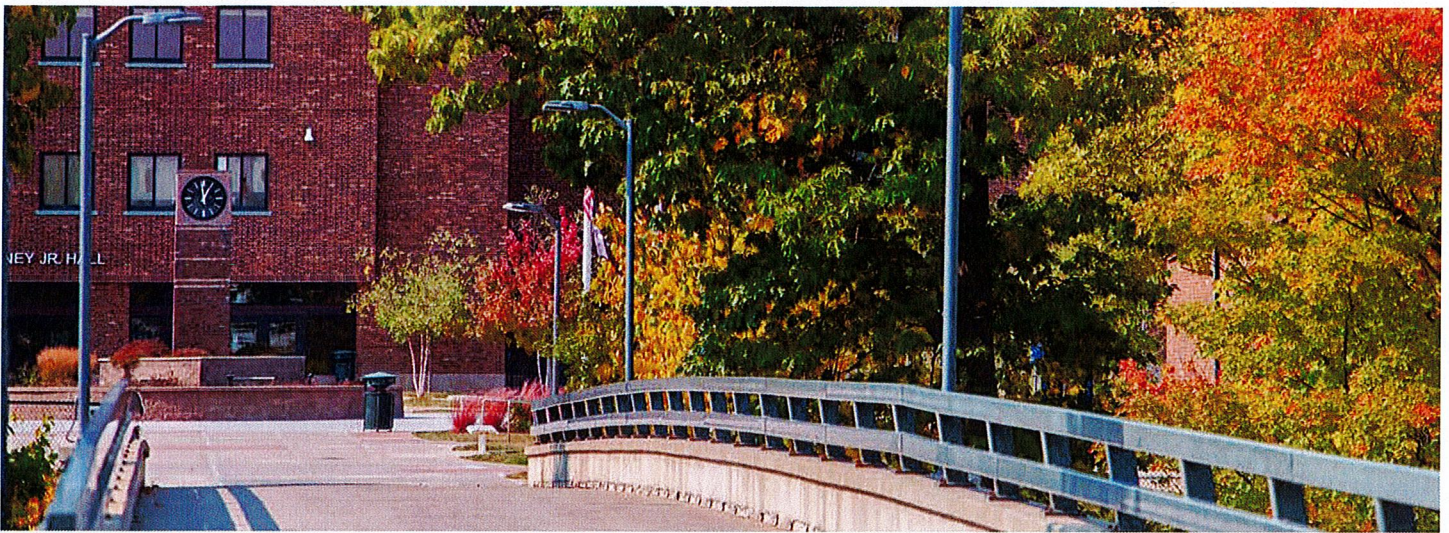
Overview of Strategic Planning Process

To assist OCC in the advancement of a strategic planning process to create a shared vision, strategy, and implementation framework, Alla Breve Consulting engaged internal and external stakeholders in the identification of challenges and opportunities as they relate to the key areas of new student enrollment, student success (retention, persistence, and graduation), social justice, and management and care of resources.

Input was gathered formally via focus groups, interviews, and surveys from various groups connected to the institution including students, prospective students, faculty, staff, administrators, Board of Trustees members, local school district representatives, community organizations, local businesses, and local government representatives. Most groups had representation across genders, race/ethnicity, age, and years of work experience.

In addition to soliciting direct feedback from internal and external stakeholders, existing plans, program evaluations, progress reports, and data dashboards were reviewed to provide a well-rounded snapshot of the College's current condition, perceptions, and challenges based on multiple inputs.

The themes that emerged from the stakeholder input and data analysis were synthesized into the development of a primary focus for the strategic plan and goals, strategic priorities, and key performance indicators that support the primary focus.



Primary Focus: Persistence

Based on stakeholder engagement and data analysis results, one primary focus emerged as being critical to student success: Persistence. While it is clear from the feedback from all groups that student success has always been at the core of the college's mission and there is a shared desire to help students achieve their potential, the precursor to student success is students' ability to persist. Persistence was selected as the primary focus of the strategic plan to ensure the college's systems, processes, and support services are designed to enable students to achieve their goals despite challenges that come their way. To support student persistence, the strategic plan addresses three goals that aim to foster student academic success, ensure a positive student experience, and enhance strategic communications to promote student success.

Goals

Academic Success

Goal 1: Help students achieve their educational and career goals through responsive academic experiences, innovative teaching strategies, and exemplary learning support services.

Student Experience

Goal 2: Foster a student-centered and equitable campus experience where all students feel welcomed, valued, connected, and empowered to succeed.

Communication

Goal 3: Ensure communication systems are consistent, transparent, and designed to promote student success.

Academic Success

Goal 1: Help students achieve their educational and career goals through responsive academic experiences, innovative teaching strategies, and exemplary learning support services.

Strategic Priorities

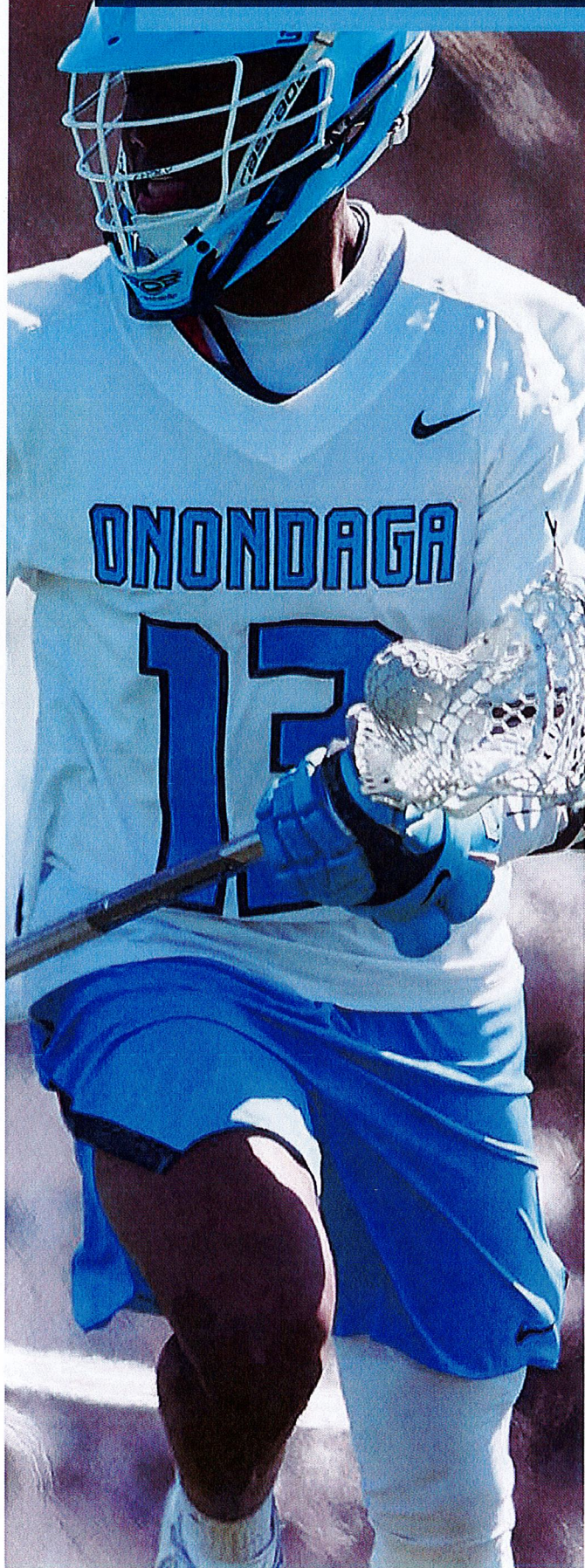
- Ensure that academic programs and course modalities meet student demand and foster student success.
- Promote teaching innovation and excellence that utilizes inclusive, equity-minded pedagogy.
- Enhance academic support services and intervention systems to foster successful course completion and sufficient credit momentum.

Key Performance Indicators

- Retention rate
- Graduation rate
- Early momentum metrics
- Underrepresented minority and first-generation achievement gaps



Student Experience



Goal 2: Foster a student-centered and equitable campus experience where all students feel welcomed, valued, connected, and empowered to succeed.

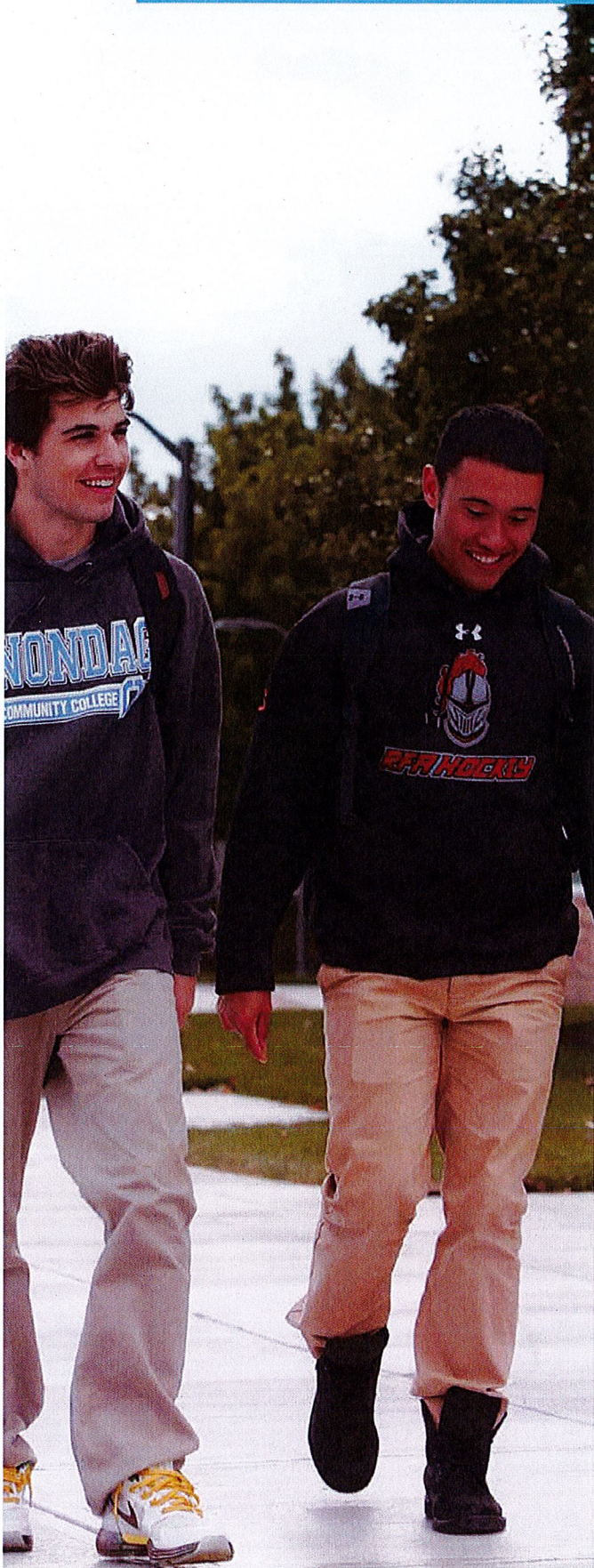
Strategic Priorities

- Ensure systems and procedures are student-centered and equitable to make it easier for students to navigate college processes.
- Integrate diversity, equity, and inclusion principles and practices throughout campus.
- Foster student belonging, engagement, and wellbeing.
- Enhance support systems to address non-cognitive barriers to success.

Key Performance Indicators

- Students' self-efficacy
- Students' sense of belonging
- Students' perception of positive experience
- Students' perception of college's responsiveness to student concerns

Communication



Goal 3: Ensure communication systems are consistent, transparent, and designed to promote student success.

Strategic Priorities

- Ensure communication messages and tactics are consistent, well-coordinated, and focused on promoting academic success and a positive student experience.
- Enhance and expand strategic communication interventions that support student success.
- Improve employees' understanding of how their area contributes toward overall college goals.
- Ensure all stakeholders have a mechanism to share their ideas and concerns.
- Enhance recognition of OCC's brand and increase positive perceptions of the college in the community.

Key Performance Indicators

- Results of periodic communication audit
- Results of campus climate survey
- Employees' understanding of their responsibility in OCC's efforts to improve student experience and academic success
- Extent to which stakeholders would recommend OCC (Net Promoter Score)



Implementation of the Strategic Plan

With a Strategic Plan articulated, Onondaga Community College will develop annual operational plans which will include objectives, tasks, timelines, and evaluation measures that align to goals, strategic priorities, and key performance indicators. Progress will be evaluated through formative assessment practices mid-year and summative evaluation activities at the end of each academic or fiscal year. Refinements to operational plans will be based on results to date and impact on key performance indicators.

OCC will repeat the strategic planning cycle in the 2027-28 school year.

Contact



Onondaga Community College
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Syracuse, NY 13215



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Strategic Plan at a Glance

Primary Focus: Persistence

Academic Success

Goal 1: Help students achieve their educational and career goals through responsive academic experiences, innovative teaching strategies, and exemplary learning support services.

Strategic Priorities

1. Ensure that academic programs and course modalities meet student demand and foster student success.
2. Promote teaching innovation and excellence that utilizes inclusive, equity-minded pedagogy.
3. Enhance academic support services and intervention systems to foster successful course completion and sufficient credit momentum.

Key Performance Indicators

- Retention rate
- Graduation rate
- Early momentum metrics
- Underrepresented Minority and First-Generation Achievement Gaps

Student Experience

Goal 2: Foster a student-centered and equitable campus experience where all students feel welcomed, valued, connected, and empowered to succeed.

Strategic Priorities

1. Ensure systems and procedures are student-centered and equitable to make it easier for students to navigate college processes.
2. Integrate diversity, equity, and inclusion principles and practices throughout campus.
3. Foster student belonging, engagement, and wellbeing.
4. Enhance support systems to address non-cognitive barriers to success.

Key Performance Indicators

- Students' self-efficacy
- Students' sense of belonging
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Communication


Goal 3: Ensure communication systems are consistent, transparent, and designed to promote student success.

Strategic Priorities

1. Ensure communication messages and tactics are consistent, well-coordinated, and focused on promoting academic success and a positive student experience.
2. Enhance and expand strategic communication interventions that support student success.
3. Improve employees' understanding of how their area contributes toward overall college goals.
4. Ensure all stakeholders have a mechanism to share their ideas and concerns.
5. Enhance recognition of OCC's brand and increase positive perceptions of the college in the community.

Key Performance Indicators

- Results of periodic communication audit
- Results of campus climate survey
- Employees' understanding of their responsibility in OCC's efforts to improve student experience and academic success
- Extent to which stakeholders would recommend OCC (Net Promoter Score)



2023-28 Strategic Plan

Key Performance Indicators

Awuah, Agatha, Ph.D.
OFFICE OF INSTITUTIONAL PLANNING, ASSESSMENT & RESEARCH

2023-28 Strategic Plan Key Performance Indicators

GOALS	Strategic Priorities	Key Performance Indicators	Target (s)	Data Source
Goal 1: Academic Success	1.1. Ensure that academic programs and course modalities meet student demand and foster student success	1.1.1 Fall to Spring Persistence	85%	Student Data Files
		1.1.2. Fall to Fall Retention	58.5%	Student Data Files
		1.1.3 3-year Graduation Rate	29.8%	Student Data and Degree Files
	1.2. Promote teaching innovation and excellence that utilizes inclusive, equity-minded pedagogy	1.2.1 Decrease achievement gap in fall-to-fall retention of underrepresented minorities and non-urm	7.5%	Student Data Files
		1.2.2 Decrease achievement gap in fall-to-fall retention of first-generation and not first-generation	5%	Student Data Files
		1.2.3 Decrease achievement gap in 3-year graduation rate of underrepresented minorities and non-urm	6.7%	Student Data Files
		1.2.4 Decrease achievement gap in 3-year graduation rate of first-generation and not first-generation	6%	Student Data Files
	1.3. Enhance academic support services and interventions systems to foster successful course completion and sufficient credit momentum	1.1.3 The percentage of first-time full-time degree-seeking entering cohort who successfully complete 24 or more college credits in their first year of enrollment	40.9%	Student Data and Term Section Files

GOALS	Strategic Priorities	Key Performance Indicators	Target (s)	Data Source
Goal 2: Student Experience	2.1. Ensure systems and procedures are student-centered and equitable to make it easier for students to navigate college processes	2.1.1 The percentage of students who will recommend OCC to high school student	82.9%	2024 SUNY ViewFinder Student Survey
		2.1.2 The percentage of students who would recommend OCC to someone considering transferring from another college	73%	2024 SUNY ViewFinder Student Survey
	2.2 Integrate diversity, equity, and inclusion principles and practices throughout campus	2.2.1 The percentage of students who indicate that Diversity, Equity, Inclusion, and Belonging are core values of our institution's mission	78%	2024 SUNY ViewFinder Student Survey
2.3 Foster student belonging, engagement, and wellbeing		2.3.1 The percentage of students who feel a great sense of belonging at OCC	57.5%	2024 SUNY ViewFinder Student Survey
2.4. Enhance support systems to address non-cognitive barriers to success		2.4.1 The percentage of students who are satisfied with the quality of education they are receiving	81%	2024 SUNY ViewFinder Student Survey
		2.4.2 The percentage of students who report the process by which their voice can be heard is effective	56.8%	2024 SUNY ViewFinder Student Survey

GOALS	Strategic Priorities	Key Performance Indicators	Target (s)	Data Source
Goal 3: Communication	3.1 Ensure communication messages and tactics are consistent, well-coordinated, and focused on promoting academic success and a positive student experience	3.1.1 Complete audit of college communications to students and employees will demonstrate consistency and transparency	100%	Student Affairs
		3.1.2 Open and ethical communication is practiced at this institution	50%	PACE Employee Survey
	3.2 Enhance and expand strategic communication interventions that support student success	3.2.1 Students' competencies are enhanced	68%	PACE Employee Survey
	3.3 Improve employees' understanding of how their work area contributes towards overall college goals	3.3.1 Percentage of employees who report the extent to which students' needs are central to what they do	81%	PACE Employee Survey
	3.4 Ensure all stakeholders have a mechanism to share their ideas and concerns	3.4.1 Information is shared within this institution	50%	PACE Employee Survey
	3.5 Enhance recognition of OCC's brand and increase positive perceptions of the college in the community	3.5.1 External stakeholders' perception of OCC based on the RMS Brand Survey questions.	Mean Score of at least 4 (out of 5)	RMS Survey