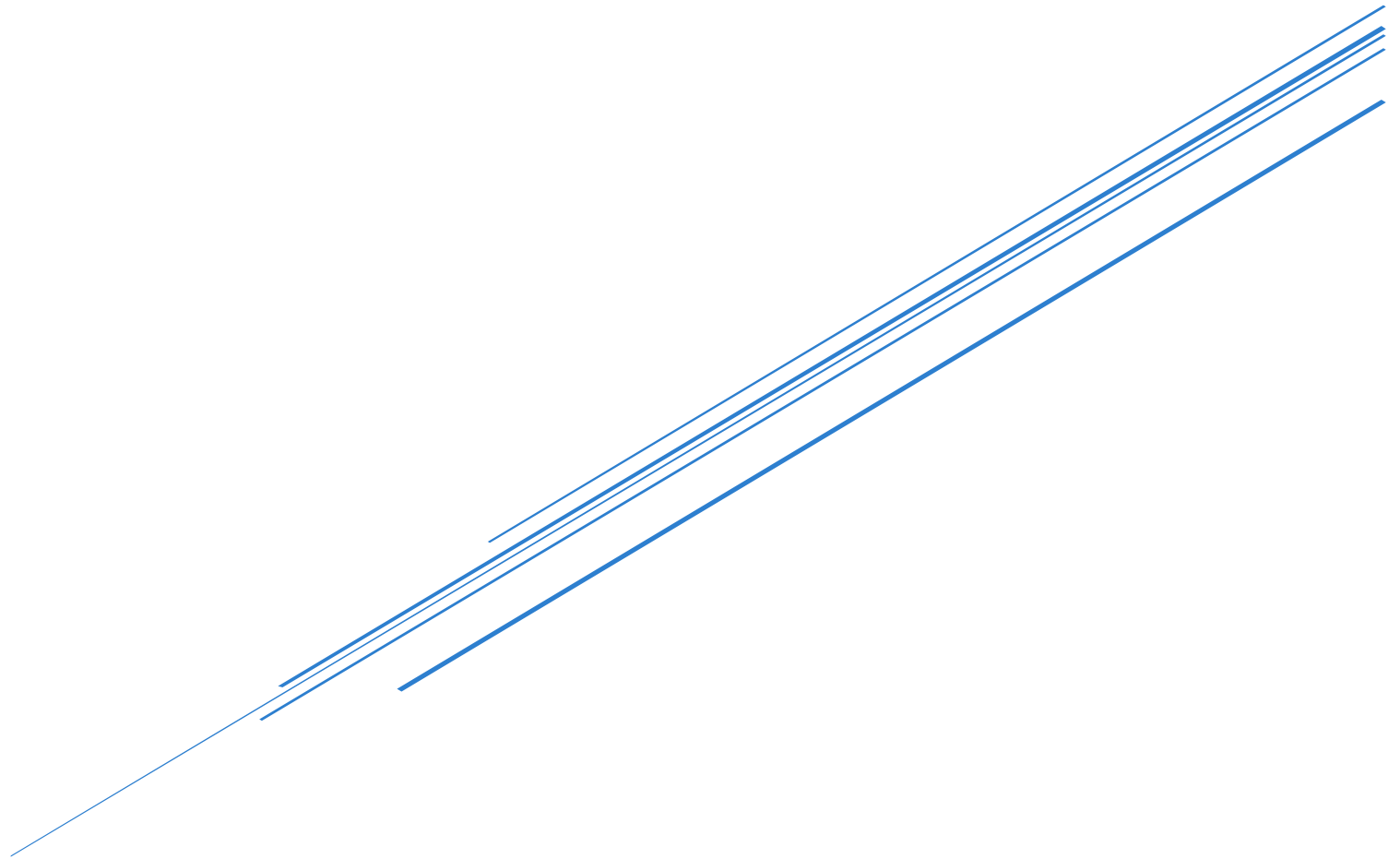


2023-28 STRATEGIC PLAN SPRING 2025 PROGRESS REPORT

2024-25 Operational Plan Summary



Academic & Student Affairs
2024-25 Operational Plan Initiatives Summary

STRATEGIC PLAN AT-A-GLANCE

Goal1: **Academic Success**

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

Strategic Priority 1: Ensure that academic programs and course modalities meet student demand and foster student success.

Strategic Priority 2: Promote teaching innovation and excellence that utilizes inclusive, equity-minded pedagogy.

Strategic Priority 3: Enhance academic support services and intervention systems to foster successful course completion and sufficient credit momentum.

Goal 2: **Student Experience**

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

Strategic Priority 1: Ensure systems and procedures are student-centered and equitable to make it easier for students to navigate college processes.

Strategic Priority 2: Integrate diversity, equity, and inclusion principles and practices throughout campus.

Strategic Priority 3: Foster student belonging, engagement, and wellbeing

Strategic Priority 4: Enhance support systems to address non-cognitive barriers to success.

Goal 3: **Communication**

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

Strategic Priority 1: Ensure communication messages and tactics are consistent, well-coordinated, and focused on promoting academic success and positive student experience.

Strategic Priority 2: Enhance and expand strategic communication interventions that support student success.

Strategic Priority 3: Improve employees' understanding of how their area contributes toward overall college goals.

Strategic Priority 4: Ensure all stakeholders have a mechanism to share their ideas and concerns.

Strategic Priority 5: Enhance recognition of OCC's brand and increase positive perceptions of the college in the community.

KEY PERFORMANCE INDICATORS AT-A-GLANCE

GOAL 1:

- Fall to Spring Persistence
- Fall to Fall Retention
- 3-year Graduation Rate
- Decrease achievement gap in fall-to-fall retention of underrepresented minorities (urm) and non-urm.
- Decrease achievement gap in fall-to-fall retention for first-generation and not first-generation.
- Decrease achievement gap in 3-year graduation rate of underrepresented minorities and non-urm.
- Decrease achievement gap in 3-year graduation rate of first-generation and not first-generation.
- The percentage of first-time full-time degree/certificate entering cohort who successfully complete 24 or more college credits in their first year of enrollment.

GOAL 2:

- How likely is it that you would recommend this college to a friend or peer with 1 being not at all likely and 10 being extremely likely?
- Indicate the level of satisfaction with racial harmony at this college.
- Indicate your level of satisfaction with your sense of belonging at this college.
- Indicate your level of satisfaction with the overall quality of instruction at this college.

GOAL 3:

- Complete audit of college communications to students and employees will demonstrate consistency and transparency.
- Open and ethical communication is practiced at this institution.
- Students' competencies are enhanced.
- The percentage of employees who report the extent to which students' needs are central to what they do.
- Information is shared within this institution.
- External stakeholders' perception of OCC

GOAL 1				
STRATEGIC PRIORITY 1 INITIATIVES				
Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
1.1a. Launch Certified Nursing Assistant Program	10/01/24	12/31/24	100%	Dean, Health and Technology, Chair Nursing, Faculty Lead (T. Finke)
1.1b. Launch Home Health Aide	08/01/24	08/31/25	100%	Dean, Health and Technology, Chair Nursing, Faculty Lead (T. Finke)
1.1c. Submit Licensed Practical Nursing (LPN) Program curriculum to governance process for 2025-2026 launch	08/01/24	05/31/25	100%	Dean, Health and Technology, Chair Nursing, Faculty Lead (T. Finke)
1.1d. Develop Wellness Program to meet industry needs	08/01/24		0% (no longer pursued)	Dean, Health and Technology, Chair Nursing, Faculty Lead (T. Finke)
1.1e. Develop Veterinary Technology program partnership with another SUNY institution in response to industry needs	08/01/24	05/31/25	100%	Dean, Health and Technology, SUNY Health CARES Consortium Project
1.1f. Establish collaborative programming model with SUNY Community College Health CARES Consortium members	03/1/25	08/31/25	80%	Dean, Health and Technology, SUNY Health CARES Consortium Project
1.1g. Develop HVAC program to meet local and state-wide industry needs	08/1/24	08/31/25	80%	Dean, Health, and Technology/Director of Industry Partnerships
1.1h. Launch Welding AAS and CERT programs	09/01/24	08/31/25	100%	Dean, Health and Technology, Engineering Science and Technology
1.1i. Revise Supply Chain Management degree to better align with industry and student needs	08/01/24	05/31/25	100%	Dean, Business, Arts, and Sciences, Chair, Business & Entrepreneurship
1.1j. Determine feasibility of continuation for Early Childcare Certificate	08/01/24	03/31/25	80%	Dean, Business, Arts, and Sciences, Chair, Business & Entrepreneurship
1.1l. Revise Early Childhood AAS to better align with industry needs and student needs	08/01/24	03/31/25	100%	Dean, Business, Arts, and Sciences, Chair, Humanities & Social Sciences, Education Faculty
1.1m. Revise Liberal Arts: Childhood Education to align with transfer institutions' curricular requirements, develop a stronger foundation in educational coursework, and build an introductory education course to meet FLYOs and provide content area coursework at beginning of curriculum.	08/01/24	03/31/25	100%	Dean, Business, Arts, and Sciences, Chair, Humanities & Social Sciences, Education Faculty
1.1n. Revise Liberal Arts: Adolescent Education to align with transfer institutions' curricular requirements, develop a stronger foundation in educational coursework, and build an introductory education course to meet FLYOs and provide content area coursework at beginning of curriculum.	08/01/24	12/31/24	100%	Dean, Business, Arts, and Sciences, Chair, Humanities & Social Sciences, Education Faculty

1.1o. Revise Mathematics and Natural Sciences curriculum for stronger coherence and alignment with transfer goals and course offerings	08/01/24	12/31/24	100%	Dean, Business, Arts, and Sciences, Chair, Mathematics & Natural Science
1.1p. Develop and implement strategy to increase the number of senior students who complete resumes, motivating those students as they approach graduation.	08/01/24	05/31/25	100%	Director of Career and Transfer Services
GOAL 1				
STRATEGIC PRIORITY 2 INITIATIVES				
Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
1.2a. Design strategy to assist and support new faculty through the reappointment and tenure process	08/01/24	08/31/25	50%	Department Chairs and other identified faculty leaders
GOAL 1				
STRATEGIC PRIORITY 3 INITIATIVES				
Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
1.3a. Strengthen ELL Content and increase student navigation support	08/01/24	05/31/25	100%	Director of Learning Center
1.3b. Math Bootcamps and Supports	08/01/24	05/31/25	50%	Director of Learning Center
1.3c. Increase faculty completion of Lazer Success Progress Surveys and flags for areas of concern	08/01/24	05/31/25	100%	Department Chairs, Assistant Director (Lazer Success)
1.3d. Facilitate at least one event or initiative focused on encouraging classroom attendance and/or why attendance matters per semester	08/01/24	05/31/25	100%	Director of CCH
1.3e Increase drop-in Counseling usage from 9 to 20 students by May 16, 2025	08/01/24	08/31/25	100%	Director of CCH
1.3f. Increase the number of unique students participating in the GPS program from 0 to 150	08/01/24	12/31/24	100%	Assistant Dean of Student Support
1.3g. Reduce the percentage of residence life students who have attendance flags raised in Lazer Success from 30% to 25% by December 31, 2024.	08/01/24	05/31/25	100%	Director of Residence Life

GOAL 1 Progress Summary

Strategic Priority 1 Initiatives:

All the initiatives for 2024-25 are progressing very well. In the health care area, new programs were launched or near launching phase for Certified Nursing Assistant, Licensed Practical Nursing and Home Health Aid. Joint program launched with SUNY Delhi in Veterinary Technology program and OCC is the lead institution in the Health CARES Consortium members. In advanced manufacturing, Welding Technology (Associate and Certificate), HVAC, Construction Management were started in the Spring 2025 or are yet to start in fall 2025. Revisions were made to Supply Chain Management, Early Childhood, Childhood Education, Adolescent Education and Mathematics and Natural Science curriculum to align with industry and student demand or for transfer goals. In the Career Center more students were assisted in completing their resumes for career readiness. The Wellness program is, however, not currently pursued.

Strategic Priority 2 Initiatives:

New faculty support and assistance through the reappointment and tenure process is ongoing.

Strategic Priority 3 Initiatives:

English Language Institute content was strengthened and students had navigation support. Math bootcamps and support were created through Pre-MAT-114 readiness program using ALEKS. Faculty completion of Lazer Success progress surveys and flags saw substantial increase through the evaluation of department specific guidelines for raising flags. Counseling sessions had events to encourage to students to attend classes and the importance of class attendance and student success.

Schools staff encouraged students to participate in the GPS program and the number of unique students using the program increased to 215, surpassing the initial target of 150 students. Residence hall students with attendance flags were reached out to.

GOAL 2				
STRATEGIC PRIORITY 1 INITIATIVES				
Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
2.1a. Review all academic rules to ensure clarity, alignment with equity objectives.	08/01/24	05/31/25	100%	Dean of Business, Arts & Sciences, Faculty Senate Scholastic Standards Committee
2.1b. Increase recognized club persistence between semesters from 8 to 15.	08/01/24	05/31/25	100%	Director of SOLE

GOAL 2				
STRATEGIC PRIORITY 2 INITIATIVES				
Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
2.2a The TRiO Department will have 75 TRiO students complete/update their Education Action Plan (EAP) with a TRiO staff member by the end of the Spring semester.	08/01/24	05/31/25	100%	Student Support Services/TRIO
2. Increase the number of students in the OVMS cohort who take advantage of services provided by the Learning Center from 374 (Spring 2024) to 425 (Spring 2025).	08/01/24	05/31/25	100%	Veterans and Military Services (OVMS)
2.2c Increase the number of enrolled LPP participants with a completed 2024-2025 Personal Learning Plan and Student Questionnaire on file from 260 to 360.	08/01/24	05/31/25	100%	Director of LPP
2.2d Increase student usage of health-related services from 164 to 200 by May 16 th , 2025.	08/01/24	05/31/25	100%	Assistant Director of Health and Wellness
2.2e OAR/Testing will discuss the importance of class attendance with 150 OAR affiliated students by May 31, 2025.	08/01/24	05/31/25	0% (on hold)	Director of OAR
2.2f Meet with 150 non-matriculated Early College Pathway students about their desired academic program they would like to matriculate into at the college by the end of the Spring 2025 semester.	08/01/24	05/31/25	100%	Early College Pathways

GOAL 2				
STRATEGIC PRIORITY 3 INITIATIVES				
Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
2.3a Each week, EOP staff will provide all EOP students with information about academic support services available to them.	08/01/24	05/31/25	100%	Director of EOP
2.3b Each week, School staff will engage with at least fifteen at-risk students and encourage their attendance at upcoming GPS events.	08/01/24	05/31/25	0%	School of ACBE
2.3c Each week, School staff will engage with and refer at least ten HWHS students to the Learning Center.	08/01/24	05/31/25	100%	School of HWHS
2.3d Each week, School staff will engage with at least fifteen at-risk students and encourage their attendance at upcoming GPS events.	08/01/24	05/31/25	100%	School of LAS
2.3e Each week, School staff will engage with at least fifteen at-risk students and encourage their attendance at upcoming GPS events.	08/01/24	05/31/25	50%	School of TEC

GOAL 2				
STRATEGIC PRIORITY 4 INITIATIVES				
Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
2.3f Hearing Officers will reach out to 60% of students prior to their hearing using a method outside of Maxient notifications (email, calendar invite, call, or text message) to remind them about the hearing.	08/01/24	05/31/25	100%	Assistant Director of Students' Rights and Responsibilities

GOAL 2 Progress Summary

Strategic Priority 1 Initiatives:

All academic rules were reviewed by Scholastic Standards and approved through faculty governance and adopted by Faculty Senate. QR codes were provided to students at the conclusion of campus events and responses would be used to inform 2025-26 student engagement efforts.

Strategic Priority 2 Initiatives

Enhancements were made to student engagement efforts for first generation, veterans and LPP students. Health and wellness awareness hosted weekly events to increase student awareness on various health topics. Office of Accessibility Resources advancing the self-advocacy skills by administering pre-test/post-test assessment to measure student's self-advocacy skills was put on hold.

Strategic Priority 3 Initiatives

Early College Pathway students participated in Student Success series workshops throughout the semester which included planning, getting involved, time management and dimensions of wellness. Increased students' involvement in Civic Engagement, Honor Society, Leadership, and service opportunities. The schools collaborated with the Opportunity Programs and SOLE to implement the GPS series and as many as 215 students participated in the GPS program. An increased number of PTECH students participated in OCC events. Onboarding orientations were successfully completed. Health and wellness events on Campus were increased and included available support from the Syracuse Community Health Center.

Strategic Priority 4 Initiatives

The RHD led the development of a building-wide program in fall and spring, program series were completed and evaluations are yet to be collected and the same was true for the TRIO workshop on Stress Management. Three PTK fellowship events were hosted by the PTK Leadership team. ACBE school collaborated with Counseling and Community Care Hub to develop programing and drop-in appointments. There was a 58% increase in the number of students who attended their conduct hearing.

ACADEMIC AND STUDENT AFFAIRS DIVISION

GOAL 3

STRATEGIC PRIORITY 1 INITIATIVES

Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
3.1a Establish and implement a communication strategy, incorporating regular division and division-wide information sharing, aimed at increasing effective communication and creating a more informed student body	08/01/24	05/31/25	100%	SCAN

GOAL 3

STRATEGIC PRIORITY 2 INITIATIVES

Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
3.2a Establish and implement a communication strategy, incorporating regular division and division-wide information sharing, aimed at increasing effective communication and creating a more informed campus community	08/01/24	05/31/25	100%	SCAN
3.2b Establish and implement a communication strategy, incorporating regular division and division-wide information sharing, aimed at increasing effective communication and creating a more informed campus community	08/01/24	05/31/25	100%	SOLE
3.2c Establish and implement a communication strategy, incorporating regular division and division-wide information sharing, aimed at increasing effective communication and creating a more informed campus community	08/01/24	05/31/25	50%	Student Support Services/TRIO
3.2d Establish and implement a communication strategy, incorporating regular division and division-wide information sharing, aimed at increasing effective communication and creating a more informed campus community	08/01/24	05/31/25	20%	Veterans and Military Services (OVMS)

GOAL 3**STRATEGIC PRIORITY 3 INITIATIVES**

Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
3.3a Increase the number of CTSEP students completing the SOSSI from 2 to 75 by the end of the Spring 2025 semester	08/01/24	05/31/25	100%	CSTEP
3.3b Student Orientation, Leadership & Engagement (SOLE) will utilize the student engagement platform to track the attendance at events and to conduct surveys and share out results from events and surveys	08/01/24	05/31/25	100%	SOLE

GOAL 3**STRATEGIC PRIORITY 4 INITIATIVES**

Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
3.4a Introduce Schools and College structure to new faculty by creating and implementing sessions during employee orientation	08/01/24	12/31/25	100%	Deans and Dept. Chairs
3.4b Introduce Schools and College structure to new faculty by creating and implementing a section in D2L Introduction to Onondaga employee training course.	08/01/24	12/31/25	100%	Deans and Dept. Chairs

GOAL 3				
STRATEGIC PRIORITY 5 INITIATIVES				
Initiatives	Begin	End	Percent Complete	Initiative Champion(s)
3.5a Identify at least 3 new grant opportunities that align to the new strategic goals and priorities.	08/01/24	08/31/25	100%	AVP Grants Admin, Grants Coordinator
3.5b Develop a tool that allows for regular communication of grant project outcomes.	08/01/24	08/31/25	60%	AVP Grants Admin, Grants Coordinator
3.5c Create a predictable workforce program schedule	08/1/24	12/31/25	100%	Dean of Health and Technology; Director of Registration and Records

Goal 3 Progress Summary

Strategic Priority 1 Initiatives:

Communication audit was completed and both D2L and school display cases were updated throughout the school year.

Strategic Priority 2 Initiatives:

The school team distributed the Student Success series calendar and shared calendar with events were added to the Modern Campus platform. SOLE utilized the student engagement platform and shared engagement and leadership opportunities for students. The Student Support Services/TRIO worked together with the Communications Audit Committee to develop a list of recommendations. Office of Veterans and Military Services made use of Mongoose Cadence platform to communicate with students and about 1575 text messages were sent to students.

Strategic Priority 3 Initiatives:

Annual CSTEP programming was adjusted based on student feedback through both individual workshop surveys and the end of semester CSTEP survey. SOLE utilized the student engagement platform to track the events and conduct surveys.

Strategic Priority 4 Initiatives:

New faculty were introduced to schools and college structure which has become part of faculty orientation.

Strategic Priority 5 Initiatives:

At least three grant proposals were submitted to ED, NSF, ESD to support cross-department projects designed to increase support for career-exploration/learning, credential completion, course completion/STEM success rates, and support TEC lab equipment for pathway expansion.