

OCC College Leadership Council - Agenda**September 25, 2026****2:00 – 4:00 PM****Whitney 210**

Members: Dr. Warren Hilton, Olin Stratton, Helaine Lubar, Sarah Gaffney, Dr. Hector Rodriguez, Dustin Smith, Julie Ende, Elis Lorga Novack, MacIntyre Gorham, Jacob Weinheimer, Lisa Smolen, James Taylor, Wendy Ornoski

Staff and Students: Julie Hart

Agenda

Item	Presenter	Main Point of Discussion	Outcome	Follow-up Actions
Call to Order	Dr. Hilton			
Approval of minutes from 5/15/26	Dr. Hilton			
Six Drop Presentation	David Brown, joining virtually at 2pm			
Introductions	All			
Check-in: CSEA	Lisa Smolen			
Check-in: OCCAC	Julie Ende Dustin Smith			
Check-in: Faculty Senate	Olin Stratton Helaine Lubar			
Check-in: SGA	Elis Lorga Novack MacIntyre Gorham Jacob Weinheimer			
Committee updates: • Data Governance • Institutional Effectiveness • Student Success Council • Programs and Academic Support • Arts Across Campus • Chancellor's Award	Co-chairs of committees	• Update on progress • Confirmation of committee members		
Strategic Plan Mid-Year Review Memo		Information		
Assessment Recommendations for 2026		Information		

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Open Forum for Council Members	Dr. Hilton			
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Meeting adjourned at ____ PM

OCC College Leadership Council - Minutes**May 15, 2026****2:00 – 4:00 PM****Whitney 210**

Members Present: Dr. Agatha Awuah; Yesvier Aviles Mendez; Julie Ende; Sarah Gaffney; Julie Hart; Dr. Warren Hilton; Helaine Lubar; Lisa Smolen; Olin Stratton; James Taylor

Staff and Students Present: Dr. Malkiel Choseed; Christian Heisler; Jessica Mitchell; Wendy Ornoski; Justin Pritchard; Dr. Sean Vormwald

Minutes

Item	Presenter	Main Point of Discussion	Outcome	Follow-up Actions
Call to Order	Dr. Hilton	Dr. Hilton called the meeting to order at 1:59 PM.		
Approval of minutes from 4/17/26	Dr. Hilton	On motion by J. Taylor, and seconded by H. Lubar, the meeting minutes from 4/17/26 were unanimously approved.		
Data Governance Committee	Dr. Vormwald & O. Stratton	Academic year-end report out by Dr. Vormwald, including a review of charges, with highlights on employee separation and role transition.	Recommendation was made that Human Resources develop a policy/procedure on this issue. Awaiting feedback on the committee currently, but it is recommended that this be implemented across campus, including yearly audits of access.	
Institutional Effectiveness Committee	H. Lubar & Dr. Vormwald	Academic year-end report out by Dr. Vormwald, including a review of charges, with highlights on the Administrative Reviews and those processes, and review of the Strategic Plan and KPI's.	Clarification needed on who owns operational plans, with the recommendation that IPAR coordinate the process. Development of a sharepoint site to place the operational plans. Maintain a checklist of who has completed what for various functional areas, and if missing will work with Julie Hart to help obtain the	Suggestion from Dr. Awuah to push the date of the spring update later than January 15 as people are returning from the holiday break. It was recommendation that it be the end of January. End of January and end of June aligns with the Strategic

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			needed information. Review of timeline for the operational plans, and feedback on the templates to be sure they remain consistent. Conversation surrounding 4DX and it's relationship with the operational plans. Seen as a subset of the operational plans. Per Middle States recommendation, the IE Committee will assess this process and solicit feedback if needed. IE is only reviewing the process, not functional areas. Strategic Plan mid point review. Two KPI areas to edit – Goal 2 Student Experience, KPI 2.4.1 – the survey instrument being used to measure this KPI. Taking a more appropriate measure of all of these items together provides a better measure of the non-cognitive barriers – it's calculating the mean. The second one is Goal 1 Academic Success, KPI 1.2.1 – 1.24. Proposing that we don't measure the gap, and instead have an absolute goal for each.	Enrollment Management Plan. KPI 2.4.1 – be sure that the data is still available separately for certain departments to see. Conversation ensued about a 12 credit semester, but it was completion over the course of a year, so it could be 15 each semester with the knowledge that there might be those that aren't successful in a class or two. Measure both 24 and 30 credits. Adding language to the Navigator narrative that 12 credits per semester will take longer to complete.
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			Middle States collegial advice on 4th goal of community engagement. We don't feel it's necessary at this time to add it to the SP process – keep the three initial goals. Alignment with SUNY AcMo. OCC has been using these metrics for years already and should keep them the same. AcMo credit accumulation was also considered – too many and not enough. Recommendation that we stick to the current metrics in place – 24 credits.	
Programs & Academic Support Committee	Dr. Choseed & J. Mitchell	Academic year-end report out	Dr. Choseed asked to continue working on the Student Complaint charge for 2026-27. Plan to consolidate the processes into one page and routed to appropriate offices. Harrison Russell is working on this now as part of the web updates. Work continues on addressing barriers to students using the process. Review and analyze academic program retention and persistence and graduation rates to determine patterns and make recommendations on additional student supports.	Address the search process on the website. Work with other campus offices to address the affective barriers to using the complaint process. Student research has suggested that it is included on every syllabi as a required statement; make it easy to find; make an anonymous option where possible.

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			Student research helped with this charge, and provided some initial data on why students dropped classes. Dr. Vormwald provided some oversight into the program he developed to review Lazer Success meeting notes, or any other open ended comments.	
Student Success Council	J. Pritchard	Academic year-end report out. J. Pritchard provided an overview of both Student Success Council and AcMo since they are intertwined. The Data Summit has fallen into a cadence and are glad to see that continues. He then reviewed the work on the AcMo campus plan and subsequent acceptance by SUNY with no revisions. Formed a subcommittee of the SSC focused solely on AcMo, including the English and math pilots and summer fellowships – cross collaborative effort. Use of 4DX Wigs to fit AcMo goals as well. Secured funding to assist with the process and working with SUNY directly. Shifting from summer to fall with professional development opportunities and SUNY technical support		
Academic Momentum Update	J. Pritchard	Update on progress. Noted above.		

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Strategic Plan Mid-point review	Dr. Awuah	Update on progress. Develop a formal letter to Dr. Hilton with recommendations for the next academic year, noting that it was presented to CLC for Middle States purposes.	In lieu of a recommendation, it was noted that no one had any concerns with the recommendations as noted.	
AI Community of Practice	J. Hart	Academic year-end report out		
CLC Assessment & Recommendations	J. Hart	2026 assessment results, with comparison to 2024 results	Will review and compile a list in advance of the retreat to be scheduled for the fall.	
Shared Governance Organizational Chart	J. Hart	Includes removal of Budget and Planning Committee and additional of Generative AI Advisory Committee to Faculty Senate Committees. Includes addition of Arts Across Campus and Chancellor's Awards to CLC. Endorsement needed by CLC	On motion by O. Stratton, and seconded by S. Gaffney, the revised committee chart was approved.	
Bylaw Update	J. Hart	Edits to the bylaws to include addition of newsletter and committees. Endorsement needed by CLC.	On motion by J. Taylor, seconded by A. Awuah, the edits to the bylaws were approved.	
Open Forum for Council Members	Dr. Hilton	Nothing noted.		

Meeting adjourned at 3:44 PM.

COLLEGE LEADERSHIP COUNCIL 2026-27

Members:

Dr. Warren Hilton, President
Olin Stratton, Faculty Senate President
Helaine Lubar, Faculty Senate Vice President
Sarah Gaffney, Senior Vice President of Administration, Enrollment & Finance (EC representative)
Dr. Hector Rodriguez, Provost & Senior Vice President (EC representative)
Dustin Smith, OCCAC Representative
Julie Ende, OCCAC Co-chair
Elis Lorga Novack, SGA President
MacIntyre Gorham, SGA Representative
Jacob Weinheimer, SGA Representative
Lisa Smolen, CSEA Representative
James Taylor, Chair of Chairs
Wendy Ornoski, CLC Coordinator
Faculty Senate Adjunct Representative - TBD

Meeting schedule – Whitney 210

RETREAT – August 28
First meeting – September 25
October 23
November 20
January 29
February 19
March 26
April 16
May 7

Potential topics for the 2026-27 academic year:

- Middle States
 - Response due Middle States due February 2027
 - Continued conversations on Collegial Advice and Recommendations
- Multi-factor Authentication
- Six Drop – David Brown will give a presentation to CLC on 9/25/26
- Campus Climate survey
- Displaying IDs on campus

DATA GOVERNANCE COMMITTEE

Members:

Dr. Sean Vormwald, Co-chair

Olin Stratton, Co-chair

Todd Baker

Mike O'Connor

David Furney

Heather Meyers

Stephanie Aldrich

Kevin Sapio

Erin Kelly

Erin Woods

Christian Heisler

Charges for 2026-2027

- Co-chairs to provide a brief update to College Leadership Council in September, February, and May.
- Continually update the webpage for the Committee with agendas, minutes and other relevant information.
- If needed, update Data Governance Guiding Document.
- Make a recommendation for creating a standalone AI policy or integrating it into existing policies.
- Draft AI policy based on SUNY board adopted policy guidelines by December 31, 2026.
- Develop suggested charges for the upcoming 2027-2028 academic year for review at the May 2027 meeting.

INSTITUTIONAL EFFECTIVENESS COMMITTEE

Members:

Dr. Sean Vormwald, Co-chair

Laine Lubar, Co-chair

Olin Stratton

Dr. Pat Kenny

Amy Proulx

Todd Baker

Oksana Korol

Justin Pritchard

Charges for 2026-2027

- Co-chairs to provide a brief update to College Leadership Council in September, February, and May.
- Continually update the webpage for the Committee with agendas, minutes and other relevant information.
- If needed, update the Institutional Effectiveness Guiding Document.
- Retain the process for Administrative Reviews with a final report on the year due to the CLC at the May 2027 meeting.
- Middle States Collegial Advice: Integrate IPAR surveys (e.g., CCSSE, Student Opinion Survey, Post-Graduate Survey) with the goals and objectives of administrative units and apply assessment data to enhance operations across units, ensuring we are closing the loop.

STUDENT SUCCESS COUNCIL

Members:

Justin Pritchard, Co-chair

Christian Heisler, Co-chair

Ryan Nellenback

Mike Borsz

Dr. Eunice Williams

Jessica Tiefke

Dr. Asami Hagiwara

Amber Ingalls

Kayla Andersen

Oksana Korol

Julie Hart

Dr. Scott Schuhert

Megan Detor

Kelly Seibt

Charges for 2026-2027

- Continually update the webpage for the Committee with agendas, minutes and other relevant information.
- If needed, update the Student Success Council Guiding Document.
- Schedule a Data Summit for some point during the academic year.
- Oversee the planning, implementation, and reporting related to the Academic Momentum Project, offering an update in September, February and May as to progress on the College's goals.

PROGRAMS AND ACADEMIC SUPPORT COMMITTEE

Members:

Dr. Malkiel Choseed, Co-chair

Jessica Mitchell, Co-chair

Deb Ryan

Guy Linton

Mike O'Connor

Ben Southern

Faculty Representatives (5 needed) – TBD

Charges for 2026-2027

- Co-chairs to provide a brief update to College Leadership Council in September, February, and May.
- Continually update the webpage for the Committee with agendas, minutes and other relevant information.
- If needed, update the Programs and Academic Support Committee Guiding Document.
- Review the back-end processes for complaints (i.e. routing to offices and people, tracking, resolution time and notification, etc.) and suggest ways to make it more efficient and responsive to student needs while ensuring tracking for easy trend analysis.
- Continue to analyze the qualitative and quantitative data gathered to come up with recommendations to lower the drop/withdrawal rates of students both generally and in specific programs. Analysis will include overall student body as well as be broken out demographically.
- Middle States Collegial Advice: The college community would benefit from employee training to ensure students' rights to file grievances are consistently upheld. Students would also benefit from clear communication, outlining the available grievance processes and affirming their right to file a complaint without fear of retaliation.

ARTS ACROSS CAMPUS

Members:

Mike O'Connor, Co-chair/President designee

Rob Bridge, Co-chair

Gerado Cummings, Faculty (at large)

Dr. Katharine Rumrill-Teece, Faculty (at large)

Asami Hagiwara, Faculty (at large)

Megan Detor, Student Affairs/Student Engagement

Kassi Kelsey, Gallery Coordinator

Taitannia Knight, Art/Music student

Charges for 2026-2027

- Utilize funding to support a student production in the spring 2027 semester.
- Develop a calendar of events prior to the start of each semester, sharing with CLC.

AAC Calendar

Kevin Moore – piano recital	Convocation 12:20 in P100 - 09/18/26
Moulton – Flute performance and body mapping class	Convocation 12:20 in P100 - 10/9/27
Five Families Jazz Ensemble	Convocation 12:20 in P100 - 10/23/27
Martha Grener Flute Recital (MSFAD)	Convocation 12:20 in P100 - 11/06/26
“Sextet” Concert (and clinics)	Convocation 12:20 in P100 - 1/29/27
OCC Musical	03/10/27
CNY DOPE	04/26/27

Gallery Schedule: TBD

CHANCELLOR'S AWARD COMMITTEE

Members:

Olin Stratton, Senate President

Tim Sakra, Librarian

Carolyn Bice, Faculty

Stephanie Putman, Faculty

Lisa Smolen, Classified Service

Collette Charbonneau, Abby Klein, Michele Carey, Laura Scott, PA Representatives

Elis Lorga Novack, SGA President

Julie Hart, President designee

Becky Buff, Provost designee

Charges for 2025-26

Continue to implement the Chancellor's Award processes per SUNY's guidelines.

College Leadership Council

Recommendations from 2024-2026 – update

It appears that all recommendations from 2024-2026 have been met if we include the CLC orientation scheduled for August 28 and if we consider volunteer committee members for this academic year.

Suggestions for the upcoming year based on the 2026 assessment

Continue the "orientation" session – this would be especially beneficial to new members.
At the start of each year:

- Show the shared governance model developed for Middle States (maybe each group SGA, Faculty, Staff Association can mention what they do individually)
- Talk about representation. CLC members take information back to their groups, and bring information from their groups to CLC
- Talk about how the charges were developed
- Talk about how membership is established on CLC and Committees.
- Continue sending the newsletter, as people commented on liking that, plus others are still requesting more communication, and I think the newsletter does this well.

Questions on the 2026 Assessment that showed a disagree or strongly disagree response:

- Do you understand the College's shared governance process and how CLC fits into the decision-making process?
- Do you understand how an issue/proposal is brought before CLC?
- CLC fosters an atmosphere of trust and collaboration.
- Do you have a clear understanding of the roles and responsibilities of the CLC Committees?
- Do you feel that CLC and its Committees effectively communicate with their represented constituents?

Open-ended comments to consider:

- If CLC is "the" shared governance space, then there needs to be additional conversations around operational decisions that the college is making in areas that impact faculty but sit squarely in administrative purview. Regular reports from AA designees and chairs of ASIT, CTLI, and ATCC may help build transparency about the ways the college is addressing "pinch points" in our services delivery.
- We need to answer the fundamental question: is CLC an advisory board to Dr. Hilton, or is CLC a shared governance group? If we are a shared governance group, then what are we responsible for independent of Dr. Hilton's decision? Neither of these methods are wrong, but I am worried that we try to be both of them at the same time and that is difficult.
- We should have brief report-outs from the constituent groups represented at CLC at each meeting, ensuring that information has been shared bidirectionally.
- Clarification at orientation on the development of committee charges.
- How are topics brought to CLC – clarification or development of a process?
- Initial welcome email, or written within the first CLC newsletter, as to each committees' charges for the year. This may be a good way to also see how best to determine additional topics to review. Do we take suggestions from the campus? How best to vet this process.
- Making sure the right people are on the committees – content area expertise. Should the committees be larger to handle the charges given? Ask for campus-wide volunteers for committees?
- Is there an easier way to make the materials on the CLC webpages more visible?
- Shared facilitation at the meetings so it's not just one voice.
- Addition of members for Student Success Council from SCAN and Financial Aid.

Based on the above, suggested priorities for 2026-2028 include:

- Brief report-outs at each meeting for the various constituent groups represented on CLC. This process may help develop additional topics of importance for review.
- Shared facilitation at the CLC meetings.
- Initial welcome email to Allusers from the President's office outlining the committees and their charges.
- Continue with the CLC retreat at the beginning of each academic year.
- Continue to ensure that Committees are posting information online on their individual webpages, including development or updates to their Guiding Document.
- Report-outs from each of the Committees will take place 3x a year = September, February, and May.
- Bylaw review to take place during April/May meetings.
- Committees will each provide suggested charges at the May meeting for the upcoming academic year.



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TO: Dr. Warren Hilton, President

FROM: Dr. Agatha Awuah, VP for Institutional Planning, Innovation, Research, and Strategy
Dr. Sean Vormwald, AVP of IPAR and Co-Chair of the IE Committee
Helaine Lubar, Professor and Co-Chair of the IE Committee

CC: Institutional Effectiveness Committee Members

RE: Strategic Plan Mid-Year Review

DATE: June 25, 2026

The Institutional Effectiveness (IE) Committee completed its charge of conducting a midpoint review of the Strategic Plan. The purpose of the midpoint review was to review the Key Performance Indicators (KPIs) to determine whether any adjustments are necessary. The committee completed the review in Spring 2026 in collaboration and consultation with Dr. Agatha Awuah, Vice President for Institutional Planning, Innovation, Research, and Strategy.

The IE Committee has reviewed the KPIs each year since the adoption of the Strategic Plan, and the committee has provided comments in the past. Based on the recent review, the committee's recommendation is that the College retain the current Strategic Plan KPIs, with the exception of revising a) the non-cognitive-barriers-related KPI (2.4.1) and b) the KPIs related to decreasing the achievement gap (KPIs 1.2.1–1.2.4). The IE Committee presented these recommendations to the College Leadership Council in May 2026 and CLC was supportive of the recommendations.

The committee recommends revising the KPI associated with *Goal 2: Student Experience, Strategic Priority 2.4: Enhance support systems to address non-cognitive barriers to success*. The prior KPI measurement tool didn't directly measure the strategic priority, and the committee has identified a suitable alternative. The committee recommends adjusting KPI 2.4.1 to be measured with a composite mean score based on Student Satisfaction Survey questions 16a–16i related to non-cognitive barriers (job and family responsibilities, childcare, health, transportation, food security, housing, paying for college, etc.). Using this revised methodology, the baseline score was 4.16 in both Spring 2021 and Spring 2024, and the committee recommends a target of 4.20 out of 5. (See attached for the full list of KPIs with proposed edits.)

Additionally, the committee recommends adjusting the KPIs related to the achievement gap for Under-represented Minority (URM) and First-Generation students (KPIs 1.2.1–1.2.4). The committee recommends shifting these KPIs to be "absolute goals" rather than "relative goals", that is defining specific targets for URM and First-Generation students, rather than focusing on decreasing the

achievement gap. The current focus on the achievement gap could, counter to our goals, show improvement on the KPIs if non-URM and non-First-gen student success rates decline. The achievement gap will continue to be tracked and displayed in relevant dashboards. (See attached for the proposed revised targets.)

Aside from the recommended KPI adjustments, there were two primary considerations that the committee discussed related to updating the KPIs: the recent Middle States collegial advice and potentially aligning the KPIs with the SUNY Academic Momentum Campaign.

Although Middle States suggested adding a fourth goal related to community engagement and partnerships, the committee does not believe the College should revise the current Strategic Plan structure mid-cycle. With broad stakeholder representation, the Strategic Planning Task Force intentionally designed the plan around the three focused pillars of Academic Success, Student Experience, and Communication, and explicitly discussed how community engagement would be incorporated within those priorities. As a result, the Task Force added the final Strategic Priority and its associated KPI (*Strategic Priority 3.5: Enhance recognition of OCC's brand and increase positive perceptions of the college in the community* and *KPI 3.5.1: External stakeholders' perception of OCC based on the RMS Brand Survey questions*). The next strategic planning task force can evaluate whether to include community engagement as a goal in the next strategic plan through another collaborative process.

The other factor the committee discussed was whether to align the KPIs with the new SUNY Academic Momentum Campaign (AcMo) goals. Although there could be positive aspects to aligning with AcMo, the committee believes it is better to keep the KPIs as they are. As we demonstrated in our presentation during the statewide AcMo webinar that highlighted our dashboards related to student success, Onondaga has been tracking AcMo-related metrics for several years; this isn't a new initiative for the College. Onondaga's current Strategic Plan KPIs are consistent with our traditional cohort definitions (first-time, full-time, degree- and certificate-seeking students). AcMo uses a different cohort definition that excludes certificate-seeking students. Also, AcMo's definition of retention only includes fall-to-fall persistence (only enrollment, not counting those students who may graduate within the year), whereas our KPIs are using the widely accepted IPEDS retention definition. There is value in maintaining our current KPI definitions for consistency. The Office of Institutional Planning, Assessment, and Research (IPAR) will still report on the AcMo metrics alongside our formal Strategic Plan KPIs, but the committee does not believe aligning the formal Strategic Plan KPIs with AcMo definitions is necessary at this time.

The committee also discussed the credit momentum KPI (1.1.3) considering AcMo. The committee recommends keeping the KPI at 24 credits earned in the first year, as opposed to AcMo's 30 credits earned in the first year. Onondaga has been tracking both 24 and 30 credit metrics in the Early Momentum dashboard, but we chose 24 credits for the Strategic Plan KPI since it seemed more appropriate for our student population. (The original Strategic Plan KPIs included tracking both 24 and 30 credit metrics, but we consolidated them into the single 24-credit KPI.) The 24-credit metric aligns with increasing the credit accumulation rate of full-time students earning 12 or more credits in their first Fall and Spring terms. IPAR will continue to track 30 credits alongside the 24-credit KPI.

Finally, please note that for most of the KPIs, based on the timing of the College's survey schedule, we will likely have additional data from the Student Satisfaction Survey, the Pace Survey, and the RMS Survey next year, so we can better evaluate where we are with those metrics. The committee believes the survey-related KPIs themselves seem reasonable and appropriate.

Please let us know if you have any questions. Thank you for the opportunity for IPAR and the Institutional Effectiveness Committee to provide feedback on the KPIs through the Strategic Plan midpoint review.



2023-28 Strategic Plan

Key Performance Indicators

Mid-Year Review

June 2026

Institutional Effectiveness Committee & IPAR

OFFICE OF INSTITUTIONAL PLANNING, ASSESSMENT & RESEARCH

2023-28 Strategic Plan Key Performance Indicators – Mid-Year Review

Goal 1: Help Students achieve their educational and career goals through responsive academic experiences, innovative teaching strategies, and exemplary learning support services					
GOALS	Strategic Priorities	Key Performance Indicators	Baseline	Target (s)	Data Source
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	Fall 2022: 77.5%	Fall 2027: 85%	Student Data Files
		1.1.2. Fall to Fall Retention	Fall 2022: 53.3%	Fall 2027: 58.5%	Student Data and Degree Files
		1.1.3 3-year Graduation Rate	Fall 2020: 25.1%	Fall 2025: 30.1%	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	Fall 2022: URM: 43.2% Non-URM: 58.9% (Gap 15.7%)	Fall 2027: 7.8%	Student Data Files
		1.2.2 Decrease achievement gap in fall-to-fall retention of first-generation and not first-generation	Fall 2022: First Gen: 44.5% Not First Gen: 59.3% (Gap 14.8%)	Fall 2027: 7.4%	Student Data Files
		1.2.3 Decrease achievement gap in 3-year graduation rate of underrepresented minorities and non-urm	Fall 2020: URM: 16.5% Non-URM: 29.5% (Gap 13.0%)	Fall 2027: 6.5%	Student Data Files
		1.2.4 Decrease achievement gap in 3-year graduation rate of first-generation and not first-generation	Fall 2020: First Gen: 18.9% Not First Gen: 31.1% (Gap 12.2%)	Fall 2027: 6.1%	Student Data Files
		Proposed New KPIs for Strategic Priority 1.2			
		1.2.1. Increase fall-to-fall retention rate for underrepresented minorities	Fall 2022: 43.3%	53.3%	Student Data and Degree Files
		1.2.2 Increase fall-to-fall retention rate for first generation students	Fall 2022: 44.5%	54.5%	Student Data and Degree Files
		1.2.3. Increase 3-year graduation rates for underrepresented minorities	Fall 2020: 16.5%	26.5%	Student Data and Degree Files
		1.2.4. Increase 3-year graduation rates first-generation students	Fall 2020: 18.9%	28.9%	Student Data and Degree 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

Fall 2022: 35.9%

Fall 2027:
40.9%

Student Data and
Term Section Files

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

GOALS	Strategic Priorities	Key Performance Indicators	Baseline	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 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?	Spring 2021: 74.7%	85%	SUNY Student Satisfaction Survey
	2.2 Integrate diversity, equity, and inclusion principles and practices throughout campus	2.2.1 Indicate your level of satisfaction with racial harmony at this college	Spring 2021: 77.5%	85%	SUNY Student Satisfaction Survey
	2.3 Foster student belonging, engagement, and wellbeing	2.3.1 Indicate your level of satisfaction with your sense of belonging at this college	Spring 2021: 80.5%	90%	SUNY Student Satisfaction Survey
	2.4. Enhance support systems to address non-cognitive barriers to success	2.4.1 Indicate your level of satisfaction with the overall quality of instruction at this college	Spring 2021: 77%	85%	SUNY Student Satisfaction Survey
		Proposed New KPI for Strategic Priority 2.4			
		2.4.1 Please indicate if any of the following things are negatively affecting your academic performance. 5-point scale with 1= severely negatively affecting to 5 = not affecting negatively at all a) Job responsibilities, b) Family responsibilities, c) Finding adequate child care, d) Disability issues, e) Health issues (not related to disability issues), f) Paying for college, g) Finding adequate housing, h) Food insecurity/hunger, and i) Transportation to and from college for classes/academic requirements			SUNY Student Satisfaction Survey
		Composite Mean (for a-i)	Spring 2021 4.16 (out of 5)	4.20 (out of 5)	SUNY Student Satisfaction Survey

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

GOALS	Strategic Priorities	Key Performance Indicators	Baseline	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	N/A	100%	Communication Audit Work Group
		3.1.2 Open and ethical communication is practiced at this institution	Fall 2023: 35%	Fall 2026: 50%	PACE Employee Survey
	3.2 Enhance and expand strategic communication interventions that support student success	3.2.1 Students' competencies are enhanced	Fall 2023: 58%	Fall 2026: 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	Fall 2023: 71%	Fall 2026: 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	Fall 2023: 31%	Fall 2026: 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.	Fall 2022: 4	Mean Score of at least 4 (out of 5)	RMS Survey