

YORK COLLEGE ANNUAL OPERATIONAL PLAN/PERFORMANCE MANAGEMENT PROCESS: 2020-2021

YORK COLLEGE STRATEGIC GOAL 1: STUDENT SUCCESS

YORK STRATEGIC OBJECTIVE 1.1: Implement college-wide strategic enrollment practices that support students from entry to graduation

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1 (December)	Progress Update 2 (March)	Year-end Summation (May)
Increased first-time freshmen enrolled of those accepted (i.e., yield rate)	Fall 2019: 10.1%	Fall 2021: 11% Fall 2022: 12% Fall 2023: 13% 17% CUNY Senior College Average	<ul style="list-style-type: none"> President establishes the Strategic Enrollment Management Committee and its three subcommittees, with discrete projects related to the first-year experience, data, and branding/communication. For example, the first subcommittee, <i>Destination York</i>, will conduct work related to communication with high schools, recruitment, branding, and advertising. Admissions to work with academic Chairs to develop letters for students in the admissions funnel. Admissions to work with the Dean of the College of Health Sciences and Professional Programs 	<ul style="list-style-type: none"> President; Strategic Enrollment Management Committee Enrollment Management and Student Affairs; Academic Affairs 			

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1 (December)	Progress Update 2 (March)	Year-end Summation (May)
			to develop communications for committed students prior to New Student Orientations.				
Increased transfer rate of enrolled of those accepted (i.e., yield rate)	Fall 2019: 37.5%	Fall 2021: 39% Fall 2022: 40% Fall 2023: 41%	<ul style="list-style-type: none"> • President institutes a Transfer Articulation Review Team • The Transfer Articulation Review Team evaluates current agreements, identifies new ones, and assesses the timing of the review process 	<ul style="list-style-type: none"> • President; Transfer Articulation Review Team 			
Increased freshmen enrollment	Fall 2019: 1,122 Fall 2020: 849 (Preliminary)	Fall 2021: 950 Fall 2022: 1050 Fall 2023: 1150	<ul style="list-style-type: none"> • Host a conversation series with key student services to develop a virtual one-stop in the Cardinal App • Pilot a virtual one-stop in Cardinal app • Reevaluate the admissions criteria connected to student success data • Focus groups to pilot new initiatives surrounding peer mentoring 	<ul style="list-style-type: none"> • Student Government Association to host; Enrollment Management and Student Affairs; Academic Affairs • Strategic Enrollment Management Committee 			

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1 (December)	Progress Update 2 (March)	Year-end Summation (May)
Increased credit accumulation for first-time freshmen (i.e., Momentum)	Percentage of fall full-time first-time freshmen in baccalaureate programs who earn 30 credits or more in the first year: 2018-2019: 32%	2020-2021: 37% 2021-2022: 42% 2022-2023: 50% CUNY average: 55.6%	<ul style="list-style-type: none"> • One of the Strategic Enrollment Management Committee’s subcommittee will focus on <i>Starting out Right: The First Year Experience</i>, which includes identifying activities related to process mapping, learning communities, scheduling, and degree maps. • The Collaborative Learning Center will provide multi-disciplinary workshops (i.e. Biology, Chemistry, Writing and Study Skills) in the foundation courses • Identify and conduct outreach to fall 2020 first-time freshmen who did not take English and/or Math in fall 2020 • Conduct assessment of NSS 100 	<ul style="list-style-type: none"> • Strategic Enrollment Management Committee • Academic Affairs; Office of Institutional Effectiveness and Strategic Planning 			
Increased student response rates on surveys	2019-2020: 5-10%	2020-2021: 15% 2021-2022: 20% 2022-2023: 25%	<ul style="list-style-type: none"> • Use social media and Cardinal app to push surveys and encourage broader participation 	<ul style="list-style-type: none"> • Student Government Association; Office of 			

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1 (December)	Progress Update 2 (March)	Year-end Summation (May)
				Institutional Effectiveness and Strategic Planning			
Data dashboards and conversation series launched to support evidence-based decision-making on student success	Dashboards: 0 Conversations: 0	End of AY 2020-2021: Dashboards: 3 Conversations: 4	<ul style="list-style-type: none"> • One of the Strategic Enrollment Management Committee’s subcommittees will address <i>Data as Our Compass</i>, as it addresses data related to academic program growth, connectivity of curriculum to workforce, and graduate programs. • Hire one programmer for OIESP/IT collaboration • Move academic program summary data to dashboards • Move retention and graduation-rate data by academic program • HR and Budget Offices collaborate on position management system • Create Enrollment Management dashboard • Host a conversation series for faculty and staff to understand 	<ul style="list-style-type: none"> • Cabinet; Senate; Strategic Enrollment Management Committee 			

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1 (December)	Progress Update 2 (March)	Year-end Summation (May)
			retention data and identify roles and strategies				
Improved students' perceptions of York's emphasis on diversity, equity and inclusiveness	Develop baseline data		<ul style="list-style-type: none"> • Establish the York College Committee on Equity Diversity and Inclusion. Committee first meeting will include a presentation by a national expert. Conduct designation conversation, grants to pursue funding for events such as Annual Spring Lecture, and encourage student engagement. Review faculty and staff diversity data and recruitment plan. Develop sub-committees and plan for summer 2021 retreat. • Provide quality guest speakers to address diverse perspectives • Training on issues of DEI and belonging will be conducted throughout the semester to faculty, staff, and students 	<ul style="list-style-type: none"> • President; Enrollment Management and Student Affairs; Office of Diversity and Compliance 			

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1 (December)	Progress Update 2 (March)	Year-end Summation (May)
Improved four-year and six-year graduation rates	<p>4-year grad rate: 9.1% for 2015 cohort</p> <p>6-year grad rate: 34.9% for 2013 cohort</p>	<p>4-year grad rate: 2020-2021: 10% for 2016 cohort</p> <p>2021-2022: 12% for 2017 cohort</p> <p>2022-2023: 15% for 2018 cohort</p> <p>CUNY Average 4-year grad rate: 29.4%</p> <p>6-year grad rate: 2020-2021: 36% for 2014 cohort</p> <p>2021-2022: 38% for 2015 cohort</p> <p>2022-2023: 42% for 2016 cohort</p> <p>CUNY Average 6-year grad rate: 53%</p>	<ul style="list-style-type: none"> Expand efforts to provide completion grants (tuition focused) to two distinct groups of students, (1) undergraduate students across majors and (2) graduate students, with selected majors and/or awarded degrees in the Health Professions (specifically, Nursing, Occupational Therapy, Physician Assistant and Master of Social Work). The structure currently exists for us to award these grants. Work with CUNY and the Andrew W. Mellon Foundation (on a limited basis) to provide completion grants for undergraduate students under specific financial conditions. Students can receive grants towards paying down student debt that may prevent them from successfully registering for classes. Two grants are currently pending to contribute to this work. 	<ul style="list-style-type: none"> Cabinet; Enrollment Management and Student Affairs; Academic Affairs; Institutional Effectiveness and Strategic Planning 			

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1 (December)	Progress Update 2 (March)	Year-end Summation (May)
Increased student participation in student internships	2018-2019: 20.7%	2020-2021: 21% 2021-2022: 23% 2022-2023: 25% CUNY average: 25%	<ul style="list-style-type: none"> Determine concrete roadmap of career touch points for a student's academic journey 	<ul style="list-style-type: none"> Cabinet 			

YORK STRATEGIC OBJECTIVE 1.3: Offer intensive guidance to students in their first eight weeks on campus

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1	Progress Update 2	Year-end Summation
Increased first semester retention for first-time, full-time students	Fall 2018 Cohort: 84.5% Fall 2019 Cohort: 81.5% (Preliminary)	Fall 2020 Cohort: 83% Fall 2021 Cohort: 85% Fall 2022 Cohort: 90% CUNY Senior College Average: 88.4%	<ul style="list-style-type: none"> President institutes a Strategic Communications Team Create a strategic communications plan targeting first-year students Create Weeks of Welcome (WOW) programming Grow social media presence to keep York programming and services visible in the digital space Provide Blackboard training to all College Now instructors and require Blackboard use in all College Now classes Launch student-athlete success program (SASP) including student-athlete mentor program and NCAA My Playbook (First Year Experience) program to support new, incoming 	<ul style="list-style-type: none"> President; Cabinet; Enrollment Management and Student Affairs; Strategic Communications Team 			

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1	Progress Update 2	Year-end Summation
			student-athlete's transition to college.				

YORK STRATEGIC OBJECTIVE 1.4: Engineer advisement systems so that students can better access, stay, and graduate in their desired areas of study

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1	Progress Update 2	Year-end Summation
Implemented EAB Navigate	Pilot Fall 2020	Expanded pilot Spring 2021	<ul style="list-style-type: none"> Pilot EAB Navigate in Fall 2020 with SEEK and Athletics Expand pilot in Spring 2021 with School of Business 	<ul style="list-style-type: none"> Academic Affairs 			

YORK COLLEGE STRATEGIC GOAL 3: FACULTY/STAFF SUPPORT

YORK STRATEGIC OBJECTIVE 3.3: Re-engineer support for faculty research

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1	Progress Update 2	Year-end Summation
Increased faculty grant success	Number of grants awarded 2019-2020: 7	2020-2021: 9 2021-2022: 12 2022-2023: 15	<ul style="list-style-type: none"> Streamlining the grant submission process Establishing grant submission goals as appropriate to each academic department Holding twice annual workshops for faculty on grant writing application processes Ensure that all faculty receive listings of grant opportunities by area of interest Hold recognition events to recognize not only award recipients, but all those who applied for grants 	<ul style="list-style-type: none"> Academic Affairs 			

Outcome	Baseline	Target	Activities	Team Responsible?	Progress Update 1	Progress Update 2	Year-end Summation
			<ul style="list-style-type: none"> Faculty-led workshops describing research activities and sharing strategies for success Feature faculty and staff scholars via website sliders 	<ul style="list-style-type: none"> Personnel and Budget Committee 			

YORK COLLEGE STRATEGIC GOAL 4: VIBRANT CAMPUS

YORK STRATEGIC OBJECTIVE 4.1: Undertake efforts to ensure York is clean, safe, and beautiful

Outcome	Baseline	Targets	Activities	Team Responsible?	Progress Update 1	Progress Update 2	Year-end Summation
Completed capital projects		7 projects	<ul style="list-style-type: none"> Campus-wide MEP upgrades BMS controls upgrades Campus-wide elevator and escalator upgrades Chemistry and Biology lab renovations Computer and multimedia (faculty dining room) PAC roof upgrades and façade repairs Renovate two lecture halls in the Academic Core building 	<ul style="list-style-type: none"> Facilities 			
Increased footprint of technology enabled classrooms		10 projects	<ul style="list-style-type: none"> Install technology enhancements in classrooms 	<ul style="list-style-type: none"> Information Technology 			