



Charting a Course for the Future of York College

Institutional Action Planning for 2010

This document was created as a result of a year-long process by the York College Strategic Planning Committee. It was reviewed and approved by the College Senate on February 15, 2011

June 30, 2010

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ACTION PLANNING

Action planning is often the most overlooked, but most critical piece of the strategic planning process. According to research by Jim Collins, author of Good to Great and Built to Last, one thing that separates good organizations from great organizations is the ability to create mechanisms that bring the vision to life and spur action. The most beautiful and eloquent mission, vision and values statements are meaningless if no action takes place. Leaders often find that once they've completed the strategic part of planning, the real work begins with establishing action plans and assignment accountability.

Once York College's strategic planning committee had established an initial set of goals and strategic initiatives, President Keizs assigned working groups to each goal statement. Dr. Keizs selected a leader for each group and charged them with reviewing the strategic initiatives, identifying any missing initiatives and beginning to develop tangible action items for the next two to three years that would support each initiative.

Hezel Associates conducted a teleconference with the team leaders to identify a common framework with which to execute and document action planning, as well as a process for completing draft action plans prior to the final on-campus strategic planning committee meeting in May.

At the meeting, each working group presented their progress on the action plans and their recommendations for additions, changes or deletions to the initiatives. Completed templates for each goal are presented below.

There is still remaining work to be done on the action plans. However, these are meant to be living documents where action items are added, refined, deleted and adjusted as necessary. Hezel Associates strongly recommends that York College establish a clear process for monitoring and updating progress against the action plans and incorporating strategic plan reviews into the periodic leadership team meetings.

Pink = No Longer Applicable

Green = Completed

Yellow = In Progress

Blue = Deferred

GOAL 1.0: ENHANCE AND EXPAND OPPORTUNITIES FOR ENGAGING, RIGOROUS AND TRANSFORMATIVE LEARNING EXPERIENCES.

A. INITIATIVE 1.1: EXPAND THE ROLE OF CETL IN ADDRESSING THE INNOVATION, INTEGRATION AND COHESION OF PEDAGOGIES

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
This initiative has been redefined to reposition CETL to become a central hub for faculty education and pedagogy, LOOK AT THE ROLE OF CETL	2 years	implementation of critical Gen Ed components	Provost OAA/ faculty		\$40,000	NSF grants for curriculum development; seed money from tax-levy budget; release time; Auxiliary enterprises
Organizational structure		1Advisory board 2Organizational chart	<i>Provost OAA/ faculty</i>	Consultation		
Recruiting faculty to teach interdisciplinary Gen Ed. courses		3 faculty from each dept. (48 total) - develop quotas for each department	<i>Provost OAA/ faculty</i>	<ul style="list-style-type: none"> • Faculty development • Scholarship of Learning 		
Development of new courses VOTED DOWN BY		16 courses for the 5 keystones + 1 freshman			Release time	

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CURRICULUM COMMITTEE		seminar				
Pathways – Gen-Ed. implementation including development of new courses.	1yr.	Created new courses approved through college and university governance.		\$150,000		CUNY Tax Levy
<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
1)Delivery of new courses 2)Assessment of new courses 3)Development of more effective pedagogies, objectives and assessment measures		GIVE OIRA AND CETL TEETH FOR ASSESSMENT	<i>Provost OAA/ faculty</i>	<ul style="list-style-type: none"> Technologies of learning Gen Ed pedagogies 	TBD	TBD
Inter-college collaboration on activities.		Workshops (e.g., with Queens College)	V.P. Stud. Dev. Student Activities Athletics		TBD	TBD

B. INITIATIVE 1.2: EXPAND EXPERIENTIAL ACTIVITIES BEYOND THE CLASSROOM FOR FACULTY AND STUDENTS

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
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Internships More opportunities and coordinated for accountability. Eventually mandatory for all majors.	1 semester each	More internship opportunities	V.P. Stud. Dev. Provost Faculty Deans Career Services	Applied knowledge	TBD	Tax-levy; External funding (Thurgood Marshall Fund);
Fieldwork Better coordination and accountability	1 semester each	More fieldwork opportunities	Provost V.P. Stud. Dev. Faculty Deans Career Services	Applied knowledge	TBD	Tax-levy
Collaboration with museum, research institutes, airports, etc.	Ongoing	Stronger integration of fieldtrips into the curriculum (syllabus)	Provost Faculty Deans Dir. Of Marketing	Synthesizing knowledge	TBD	Tax-levy

C. INITIATIVE 1.3: IDENTIFY AND CREATE NEW MAJORS AND GRADUATE/ PROFESSIONAL PROGRAMS

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Social Work MSW program	New	Letter of intent by summer 2013	Dean, School of Health Sciences & Professional Programs		TBD	Tax-levy

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			Social Work dept.			
Pharmaceutical Sciences	As of Fall '10				TOTAL \$177,000	Tax-levy
Journalism	As of Fall '10				TOTAL \$129,000	Tax-levy
Generic Nursing	Fall 2010				TOTAL \$736,000	Tax Levy
Nursing MSN Program	As of Fall '10	Letter of intent by Summer 2013	Dean, School of Health Sciences & Professional Programs Nursing dept.		TBD	Tax-levy

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GOAL 2.0: INTEGRATE STUDENT SUPPORT SERVICES THROUGHOUT ALL STAGES OF STUDENT LIFE TO ENSURE STUDENT SUCCESS AT YORK COLLEGE/CUNY.

A. INITIATIVE 2.1: DEVELOP AND IMPLEMENT AN INTENTIONAL, MANDATORY, FIRST-YEAR EXPERIENCE PROGRAM

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Mentor Program	Ongoing	<ul style="list-style-type: none"> ▪ Student Persistence ▪ Increase in Retention ▪ Increase in Rates of Graduation 	V.P. Stud. Dev. First-year experience (FYE) advisory board	<ul style="list-style-type: none"> ▪ Funding ▪ Coordination Collaboration	Minimal	Tax Levy (CUNY Compact funding) Related Entities
Service-Learning	Ongoing				Minimal	
Freshman Reader Program	Once a Year				\$7,200	
WOW Week (Week-of-Welcome)	Once a Year				\$3,000	
Spirit Week	Once a Year				\$3,000	
Early-Alert System	Ongoing Piloted fa-2011		\$2,000			
Cardinal Experience	Ongoing		\$3,000			
Freshman Orientation	Once a semester (or as needed)		\$3,000			
Student Development Classes	Ongoing		Minimal			

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B. INITIATIVE 2.2: PROMOTE AWARENESS AND TRANSPARENCY OF ALL STUDENT SUPPORT SERVICES AND OPPORTUNITIES FOR ENGAGEMENT

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
CAS Standards – The Council for the Advancement of Standards in Higher Education	Ongoing	<ul style="list-style-type: none"> • Enhance Transparencies • Promote Awareness 	<ul style="list-style-type: none"> • Career Services • Counseling Dept. • Freshman Advisement • Women’s Center • Men’s Center • Health Services • Student Activities • STAR/YES Programs • SSS Program • SEEK • Child and Family Center 		\$130,000	Tax Levy; Related Entities (Auxiliary Enterprises ; FDA)
Freshman Orientation Student development	Once a semester (or as needed)	<ul style="list-style-type: none"> • Increase Communications via: <ul style="list-style-type: none"> ○ Marketing & Promotions ○ Plasma TVs ○ E-mail Blasts ○ Flyers ○ Banners ○ York Website 	<ul style="list-style-type: none"> • The Office of the Registrar • Bursar’s Office • Financial Aid • Office of Admissions 	<ul style="list-style-type: none"> • Leverage CUNY Alert for Enhanced Technologies 	\$14,000	
Student Development Classes	Ongoing			<ul style="list-style-type: none"> • Develop Assessment Tools • Other Technologies 	\$88,000	
Develop an Alumni Affairs Center No center in place	Ongoing	<ul style="list-style-type: none"> • Mentors (volunteer) • Internships (volunteer) • Speakers (volunteer) 	<p>V.P. Institutional Advancement Director/Coordinator of Alumni affairs</p> <p>Alumni Assoc.</p>	<ul style="list-style-type: none"> • Funding • Coordination • Collaboration 	TBD	TBD

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		<ul style="list-style-type: none"> • Job/Career Fair (volunteer) • Work Shadow Days (volunteer) 	Career Services			
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C. INITIATIVE 2.3: ASSESS EXISTING STUDENT SUPPORT SERVICES THAT SUPPORT STUDENT PERSISTENCE AND GRADUATION RATES

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies / Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Assess Student Support Services (as outlined in Goal 1.0, Initiative 1.2) <ul style="list-style-type: none"> • Career Services • Counseling Dept. • Freshman Advisement • Women’s Center • Men’s Center • Health Services • Student Activities • STAR/YES Programs • SSS Program • SEEK • Child and Family Center • The Office of the Registrar • Bursar’s Office • Financial Aid • Office of Admissions 	Annually (or every 2 years) Student Satisfaction Survey sp.2012	As outlined in 1.1.2 <ul style="list-style-type: none"> • Instruments • Surveys • Questionnaires • Open-Ended Questions 	V.P. Stud. Dev. Subcommittee would need to be created and be comprised of representatives from Academic Affairs, Administrative Affairs, and Student Development	<ul style="list-style-type: none"> • Develop an approach to measure and analyze findings and results • Partner with Chairs and Academic Departments for 	Existing Staff	TBD

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Assess programs and services that serve as a bridge to the sophomore year	Ongoing	Strategies would support an increase in persistence retention into the sophomore year.	V.P. Stud. Dev.	collaboration	TBD	TBD
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GOAL 3.0: ENSURE A CULTURE OF DEVELOPMENT AND CONTINUOUS IMPROVEMENT THROUGH APPROPRIATE AND MEANINGFUL ASSESSMENT.

A. INITIATIVE 3.1A: EMBED ASSESSMENT PROCESSES WITHIN ACADEMIC PROGRAMS

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Syllabi Review	Continuous	Monitoring of course syllabi to ensure congruence w/ course content	Provost Academic Affairs Divisions Indiv. Depts. and faculty 3-5 years / Major		\$7,000	Tax levy
General Education	2010 – 2012	Participate in the CUNY Initiative on Mathematics across the Curriculum	General Education Task force Outcomes Assessment Committee Academic Affairs Division	Pathways	\$7,000	CUNY Tax levy
CUNY Proficiency Exam (CPE)	2010-2012	Analysis of CPE data by dimensions. Results to be used by Academic Departments to adjust curriculum	Outcomes Assessment Committee Academic Affairs Division			

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<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Academic Program Review	Continuous	Department assessment of student learning Evaluation of student outcomes Track changes as a result of assessment	OAA	Outcomes Assessment Committee	\$7,000	Tax Levy
Certification Exams	2010-2012	Create inventory of departments tracking-post graduate outcomes to include assessments for licensure	OIRA Deans Prof. Prog. Mohammadi Academic Affairs Division		TBD	Tax Levy

B. INITIATIVE 3.1B: EMBED ASSESSMENT PROCESSES WITHIN STUDENT SUPPORT SERVICES

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Departmental review using the Council for the Advancement of Standards	Continuous	Financial Aid Office pilot self-study due June 2011 After pilot study, one new Enrollment Management and Student Development office will conduct CAS self-studies	V.P. Thomas V.P. Banrey	Enrollment Management Student Development	\$5,000	Tax levy

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(CAS) self study. BETTER DEFINE		every year. CAS self-study schedule to be determined (suggested that departments conduct CAS review every five years)				
First Year Experience (FYE) Program Review (2010-2011 Academic Year will be the inaugural Year for York's FYE program)	Summer-Fall 2011 Refer to 2.3	Establish baseline freshman retention rates and compare to previous cohorts Student engagement survey to be administered Assessment of Freshman Reader Program Assessment of Mentoring Program Assessment of Service Learning Program Assessment of Early Alert System	V.P. Stud. Dev. FYE Working Group Faculty		\$3,000	Related Entities (Auxiliary Enterprises)

C. INITIATIVE 3.1C: EMBED ASSESSMENT PROCESSES WITHIN ADMINISTRATION

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Administer the National Survey of Student Engagement	Bi-Annually	Results used to inform assessment at all levels of the College	A. Mohammadi V.P. Stud. Dev.	Office of Institutional Research Outcomes Assessment Committee		

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				Divisional Vice Presidents		
Administer the Faculty Survey of Student Engagement	Bi-Annually	Results used to inform assessment at all levels of the College	A. Mohammadi Provost	Office of Institutional Research Outcomes Assessment Committee Divisional Vice Presidents		
CUNY Student Experience Survey	Bi-Annually	Data to be correlated to NSSE to inform College-wide assessment initiatives	A. Mohammadi		TBD	Tax Levy
Alumni Survey	2012	Compare data to 2008 survey Compare data to other alumni data sources to inform improvement of alumni and current student assessment initiatives	V.P. Institutional Advancement		TBD	

D. INITIATIVE 3.2: INSTILL VALUES FOR CONTINUOUS IMPROVEMENT AND ASSESSMENT AMONG FACULTY AND STAFF: HIRING, REWARD AND RECOGNITION

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies / Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Develop New	8 months	Orientation sessions	Human Resources		Existing	Existing

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Employee Orientation		designed for: Faculty (adjunct and F/T); Classified Staff (F/T & P/T); Non-Instructional; Managers/Supervisors	Human Resources		Staff	Staff
Develop HR Newsletter (on-line)	10 months	Quarterly newsletter addressing topics of interest; acknowledging new hires; retirees and employee accomplishments	Human Resources		Existing Staff	TBD
Develop HR Website	12 months	Website containing information, forms, news and resources for employees	Human Resources Tighe		Existing Staff	TBD
Implement HR Employee Development workshop series	12 months	Schedule quarterly development workshops covering various topics (Ex. <i>Linking Job Descriptions and Employee Evaluation</i>)	Human Resources		Existing Staff	TBD
Develop employee recognition program	18 months	Recognize employee's service with annual recognition program	Human Resources Cooper		TBD	TBD
Faculty			Provost			
<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies / Outcomes</u>	<u>Resource Allocatio ns</u>	<u>Funding Source(s)</u>
Link employee evaluations	12 months	Supervisors of employees who receive less than satisfactory evaluations	Human Resources Dept. Heads & Chairs		TBD	TBD

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with professional development courses		will work with the Labor and Employee Relations Manager to identify/develop an action plan for employee development				
Prof 101 Faculty Development Program	Ongoing	Continuous dissemination of knowledge to faculty around reappointment, march to tenure, and other faculty professional development opportunities and requirements	Provost Deans Keizs		TBD	Tax Levy

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GOAL 4.0: DEVELOP AND IMPLEMENT A FINANCIAL MODEL TO SUPPORT YORK COLLEGE'S PROGRAMS, STUDENTS

A. INITIATIVE 4.1: DIVERSIFY REVENUE SOURCES

a. Differentiated tuition and fees for niche programs

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies / Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Identify niche programs	1 year	Inventory of niche program	OAA Deans	Academic Departments	NA	NA
Determine tuition	1 year	Inventory of tuition	OAA V.P. Thomas M. Keizs	Academic Departments Student Affairs Budget	NA	NA
Propose and approve new fees schedule	2-3 years	Tuition and fees approval Lab and course fees	OAA	Academic Departments Student Affairs Senate CUNY OAA CUNY BOT	Existing Staff	NA
Fees implementation	1 year	Increased revenue	OAA V.P. Thomas Office of the Bursar Office of the Registrar Financial Aid	Budget	NA	NA

b. MA/MS Niche programs

		<u>Specific</u>	<u>Responsible Team</u>	<u>Dependencies</u>	<u>Resource</u>	<u>Funding</u>
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<u>Action Step</u>	<u>Duration</u>	<u>Deliverables</u>	<u>(Identify Lead)</u>	<u>/ Outcomes</u>	<u>Allocations</u>	<u>Source(s)</u>
Identify niche MA/MS programs REFER TO 1.3	1 year Ongoing thereafter	Recommended MA/MS programs	OAA CUNY OAA Academic Departments		NA	NA
Design and Develop niche MA/MS programs	2-3 years	Proposals for Graduate courses and programs	Academic Departments Deans	OAA CUNY OAA	NA	CUNY External Grants
Submit Proposals for governance approval	1 year	Approval of proposals	Academic Departments OAA	YC Curriculum YC Senate CUNY OAA CUNY BOT	TBD	Auxiliary
Proposal Implementation	1 year Ongoing thereafter	Graduate courses, programs and students	Academic Departments OAA	Admissions Registrar Bursar Financial Aid Budget	TBD	CUNY Grants TBD

c. ROTC program

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies / Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Design ROTC program	1 year	ROTC program	Provost Pres. Office Student Affairs	Financial Aid Admissions Registrar Scholarship OAA	NA	NA
Create an ROTC Office to house the program	1 year	Establish ROTC Office TEMP OFFICE	Provost Pres. Office Student Development	OAA Registrar Financial Aid	\$50,000	Capital Budget

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			Veterans Office	Admissions Advisement Testing		
Appointment of ROTC Office Director	1year	ROTC Director ROTC students admitted	M. Keizs Pres. Office ROTC Office	Student Affairs Advisement Testing Financial Aid Bursar, Registrar OAA	TBD	CUNY, external grants

d. Alumni giving, fundraising and capital campaign

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Develop Alumni database	1year	Alumni E-Directory	V.P. Institutional Advancement Database Coordinator	Faculty, Academic Department IT, Student Affairs	Existing Staff	Alumni
Maintain Alumni Database	Every year	Updated directory	V.P. Institutional Advancement Database Coordinator Donor Relations Manager C. Roberts	IT	Existing Staff \$37,000	CUNY
<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Dependencies/ Outcomes</u>	<u>Funding Resources</u>

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Design and develop annual fund campaign	2 years	Plan for Annual Alumni donations	V.P. Institutional Advancement G. McCauley C. Roberts	Bursar IT Budget	TBD	CUNY
Implement Annual Fund campaign	1 year Ongoing thereafter	Sustained Annual Alumni contributions	V.P. Institutional Advancement G. McCauley C. Roberts	IT Bursar Budget Scholarship office	TBD	CUNY
Design and develop a capital campaign	1 year	Campaign Plan	V.P. Institutional Advancement	IT Marketing Consultants OAA Student Affairs	TBD	CUNY
Implement capital campaign	3-5 years	Raise 6million CUNY target	V.P. Institutional Advancement	College community	\$8,000	Auxiliary OTPS
Design and develop a major gifts program (naming opportunities)	1 year	Plan for major gifts program	V.P. Institutional Advancement	Office of the President OAA Student Affairs	TBD	CUNY
Implement Major Gifts Program	2 years thereafter	Major gifts	V.P. Institutional Advancement C. Roberts	Office of the President OAA Student Affairs CUNY OAA, CUNY BOT Budget	TBD	CUNY

e. Increasing grant and contract production

		<u>Specific</u>	<u>Responsible Team</u>	<u>Dependencies/</u>	<u>Resource</u>	<u>Funding</u>
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<u>Action Step</u>	<u>Duration</u>	<u>Deliverables</u>	<u>(Identify Lead)</u>	<u>Outcomes</u>	<u>Allocations</u>	<u>Resources</u>
Identify public and private funding sources	ongoing	Grant opportunities Newsletter Annual report	Office of Sponsored Research And Programs D. Hewitt V.P. Institutional Advancement	OAA	TBD	CUNY
Design and develop Grant Writing Training Program	1 year	Grant Writing Training Program	Office of Sponsored Research And Programs D. Hewitt	OAA Academic Departments Student Affairs Continuing Education Others	TBD	CUNY, others
Implement Grant Writing Program	1 year Ongoing thereafter	Increase submitted grants	Office of Sponsored Research and Programs D. Hewitt	Faculty and staff	TBD	CUNY, others
Appoint Assistant Director of grants	1 year Ongoing thereafter	Increase Grant writing and submission	Office of Sponsored Research And Programs PROVOST	OAA	TBD	CUNY

f. Develop a Comprehensive Marketing Plan

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Review and adjust existing marketing procedures	1 year	Maintain consistent brand presentation	Office of Marketing Communications E. Simons	Administrative Affairs, IT Academic Affairs Departments	\$100,000	CUNY, external resources, related entities

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Upgrade and maintain facility equipment in order to improve productivity and implement application of college logo to printed material. Monitor use of logo, letterhead, bus. cards, web signatures, etc.	1 year	Maintain consistent brand presentation	Office of Marketing Communications E. Simons	Administrative Affairs, IT Academic Affairs Departments	then \$20,000 annually	CUNY and external resources
<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Develop marketing campaign for 50 th year anniversary	2-3years	Consistently Increase public exposure of the college	Office of Marketing Communications E. Simons	Administrative Affairs, IT Academic Affairs Departments	TBD	CUNY and external resources
Implement marketing campaign for 50 th year anniversary	ongoing	Consistently Increase public college exposure	Office of Marketing Communications E. Simons	Administrative Affairs, IT Academic Affairs Departments	TBD	CUNY and external resources

B. INITIATIVE 4.2: IMPLEMENT STANDARDIZED OPERATIONAL PROCEDURES

a. Strengthen Alumni connections

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Create email and web alumni communication instruments	1 year Ongoing thereafter	Increase alumni engagement and	Office of Development and Alumni Affairs M. Sealy	IT, Office of Advancement	Existing Staff	CUNY

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<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Publish an alumni quarterly electronic newsletter	1 year Ongoing thereafter	Increase alumni engagement and contributions	V.P. Institutional Advancement M. Sealy	IT, Office of Advancement, OAA, Student Affairs	Existing Staff	CUNY
Organize Alumni student and faculty events	1 year Ongoing thereafter	Increase alumni engagement and contributions	V.P. Institutional Advancement	IT, OAA, Student Affairs, Administrative Affairs	Existing Staff	CUNY External funding
Organize Alumni student mentoring/internship program	1 year Ongoing thereafter	Increase alumni engagement and contributions	V.P. Institutional Advancement M. Sealy L. Chesney Career services	IT OAA Student Affairs	Existing Staff	CUNY External funding
Organize Distinguished Alumni Lecture Series	1 year Ongoing thereafter	Recognize alumni	Office of Development and Alumni Affairs M. Sealy Provost	IT OAA Student Affairs	\$20,000	CUNY External funding

b. Streamline operations, processes and procedures

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Revise YC Charter L. Barley & comm.	1-2 years Fa 2012	Improved and streamlined operations	Office of the President L. Barley	YC Senate OAA	\$4,000	CUNY

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Inventory Department/unit administrative processes	1 year	Improved/Clear Administrative Structure	Administrative Affairs	OAA All Department and units	NA	CUNY
Organize personnel training programs for administrative processes	1 year Ongoing thereafter	Efficient and streamline administrative operations	Administrative Affairs V.P. Thomas	OAA All Department and units	\$30,000 Annually	CUNY
Design and Develop in house electronic administrative structures	2-3 years	Efficient , lower cost, transparent administrative operations	Administrative Affairs IT V.P. Thomas P. Tighe	All Department and units	\$300,000 annually (2010-2013)	CUNY, RESO-A, and Tech Fee
Implement CUNYfirst and in house Electronic administrative procedures	2-3 years Ongoing thereafter	Efficient , lower cost, transparent administrative operations	IT Administrative Affairs V.P. Thomas P. Tighe	All Department and units	\$100,000	CUNY

c. Centralize budget procedures at department and unit level

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Make online Department/unit itemized budget allocations on a term by term cycle	1 year Ongoing thereafter	Efficient Department/unit planning Streamline procedures	Budget office V.P. Thomas A.V.P. Perez	IT Administrative affairs All department and units	TBD	CUNY
Establish annual itemized budget allocation planning	1 year Ongoing thereafter	Streamlined, efficient budget allocation, personnel process and procedures	Budget Office A.V.P. Perez	Office of the President, and Vice Presidents IT, Purchasing,	\$100,000 one-time expense, \$30,000	CUNY OTPS

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				All departments and Units	annually	
Establish clear budgetary management and administrative Department procedures	1 year	Streamlined transparent administrative procedures, expenditures, accountability	Budget Office A.V.P. Perez	IT, Purchasing, All departments and Units	\$100,000 annually	CUNY OTPS

d. Centralized and transparent purchasing operations

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies / Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
1) Design and develop Online purchasing processes and procedures. 2) Train department and unit heads and purchasing personnel. 3) Implement online purchasing processes and procedures STAPLESLINK	1 year Ongoing thereafter	Efficient transparent purchasing processes and procedures	A.V.P. Perez IT Business Office S. Foster	Administrative Affairs, OAA, Student Affairs, All department and units	\$100,000 one-time expense, \$30,000 annually	CUNY

e. Coordinated and centralized travel budgets

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Design and develop an online integrated travel	1 year	Efficient, transparent travel applications	A.V.P. Perez IT	OAA Administrative	TBD	CUNY

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application system		and management	Business Office S. Foster P. Tighe	Affairs		
Implement training for the department and unit heads and appropriate personnel	1 year	Efficient, transparent travel applications and management	A.V.P. Perez IT Business Office S. Foster P. Tighe	OAA Administrative Affairs Student Affairs All Departments and Units	TBD	CUNY
Establish criteria for travel allocations for department/units and personnel	1year Ongoing thereafter	Efficient and transparent travel procedures and budget allocations	OAA Provost Deans V. P. Stud. Dev. V.P. Thomas S. Foster	OAA Administrative Affairs Student Affairs All Departments and Units	Existing Staff	CUNY

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f. All funds budget

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
1) Establish operational and strategic budget allocations.	1 year Ongoing thereafter	Clear division budget allocations	Office of the President Keizs	Offices of the vice Presidents Budget Office	\$50,000	Tax Levy/Operating Budget
2) Inventory and integrate all revenue sources (tuition, grants, gifts, etc.).		Budget accountability and efficient allocation of resources		Business Office Budget Office Office of Sponsored Research and Programs Office of Development and Alumni Affairs		
3) Establish annual Operational budget allocations to divisions, academic departments and divisional units.		Budget accountability Efficient administration, and operation management	Budget Office A.V.P. Perez V.P. Thomas Deans	Offices of the Vice Presidents Business Office IT Departments and units		
4) Establish strategic initiatives and		Creation of new facilities and	Office of the President Keizs SPC	Offices of the Vice Presidents		

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projects budget		program		Budget Office		
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GOAL 5: ENSURE THE PLANNING AND BUILDING OF FACILITIES THAT MEET AND SUSTAIN THE LONG-RANGE STRATEGIC NEEDS OF YORK COLLEGE IN CONCERT WITH THE SURROUNDING COMMUNITY.

A. INITIATIVE 5.1: PROMOTE YORK COLLEGE AS A DESTINATION

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Work with Master Plan consultants to include a museum in the design of the Academic Village and Conference Center	Fall 2010	An approved building design that includes a museum	V. P. Thomas M. Keizs V.P. Stud. Dev.		\$80,000	Capital Budget
Develop a plan to renovate walkways and viaducts leading to the college	Fall 2010	Secure legislative sponsorship of the plan	E. Simons V. P. Thomas N. Gamboa Exec. Director, Facilities		\$2.5M	Capital Budget
Establish an Advisory board for the Performing Arts Center	Fall 2010- Spring 2011	Identify stakeholders to join the board	Dinello		TBD	

B. INITIATIVE 5.2: CONSTRUCT AND CONFIGURE CAMPUS SPACES THAT ENABLE INTERACTIVE LEARNING

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Develop smart	Fall 2010-	Bring 10 new	P. Tighe and R.		\$200,000	Tech Fee

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classrooms	Spring 2015	smart classrooms online each year	Thomas			
Purchase more user friendly student desks in the classrooms, having considerations for students with special needs	Fall 2010 – Spring 2015	Starting with new desks in the Academic Core, 100 per annum	V.P. Thomas D. Ajuluchukwu		\$200,000	Capital Budget
Develop more online courses	Fall 2010 – Spring 2015	Working in conjunction with the smart classrooms	P. Tighe Curriculum Committee Deans		TBD	Tech Fee
Install better ventilation across the campus	Fall 2010 – Spring 2015	Renovation of the entire ventilation system	V.P. Thomas N. Gamboa Exec. Director, Facilities		TBD	Capital Budget

C. INITIATIVE 5.3: UPGRADE THE TECHNOLOGICAL INFRASTRUCTURE TO ENHANCE FACULTY AND ADMINISTRATIVE PRODUCTIVITY

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Resources</u>
Implement centralized Client Services software	Fall '11, Spring '12, and ongoing	General release of Y-Connect Application	P. Tighe, G. Vega, IT Staff, and all Academic and Admin Offices	Hiring of approved IT positions, Offices' commitment	\$200,000	Tech Fee
Upgrade campus wireless network	Fall/ Spring	Replacement of campus WLAN	P. Tighe, IT Staff	Funding	\$1.2M	Capital Budget

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	10/11	access point, deployment of central controller				Tech Fee
Expand Data Center Server & Disk Capacity	Fall/ Spring 10/11	Install add'l servers and disk in campus data center	P. Tighe, IT Staff	Funding	\$80,000	Tech Fee

D. INITIATIVE 5.4: INTEGRATE SUSTAINABILITY PRINCIPLES ACROSS THE CAMPUS.

<u>Action Step</u>	<u>Duration</u>	<u>Specific Deliverables</u>	<u>Responsible Team (Identify Lead)</u>	<u>Dependencies/ Outcomes</u>	<u>Resource Allocations</u>	<u>Funding Source(s)</u>
Institutionalize sustainability efforts	Sp. 2012	Identify a sustainability campus liaison	V. P. Thomas		\$75,000	Tax levy and Operating Budget