

Student Affairs Division Annual Goals for 2011-2012

Schenectady County Community College



Gateway to Excellence

**Strategic Plan
2010 – 2015**





Schenectady County Community College

Student Affairs Division Annual Goals

2011 – 2012



Student Affairs Division Annual Goals are Integral to the Mission and Vision of SCCC

The vision, mission, and values of the Division of Student Affairs are an extension of the College's mission, vision, and values.

Institutional Mission – Schenectady County Community College provides quality, comprehensive education for transfer, careers, training and workforce development to a diverse population in a student-centered environment. We are committed to accessible and affordable education. Utilizing innovative practices and contemporary technology, SCCC fosters success through excellence in teaching and support services.

Institutional Vision - Schenectady County Community College is committed to being a premier community college that empowers individuals to reach their greatest potential through exceptional and innovative education and training.

Student Affairs Mission, Vision and Values

The committed Student Affairs staff serves as partners in pursuit of institutional goals and objectives. With tremendous pride and dedication these individuals pursue the institutional vision, mission, and values.

Student Affairs Mission - The mission of the Division of Student Affairs is to provide opportunities for student engagement, learning and discovery in a diverse environment that will optimize their college experience and prepare individuals to serve a global community.

Student Affairs Vision - The vision of the Division of Student Affairs is to create an unparalleled experience where students embrace learning and diversity to become leaders in the service of the global community.

Student Affairs Values - As members of an inclusive community, we value excellence in our programs and services, as well as in our student achievements. We support the core values identified by the College as essential for institutional effectiveness to include: Student Success, Leadership/Teamwork, Assessment, Access, Diversity, Partnerships and Collaboration, Civility and Service, Lifelong Learning, Respect for Self and Others, Informed Decision Making, Student Centeredness, and Engagement.



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Goal 1: Strengthen Excellence in Teaching and Learning

The College places excellence in teaching and student success at the apex of its commitment to its constituents and community. Students enter SCCC with varying educational goals and differing levels of prior educational achievement. The College succeeds when its students achieve their educational goals.

College faculty and instructional staff require ongoing, significant institutional support to facilitate student success. The College remains steadfast in its commitment to provide faculty with the educational and pedagogical supports they need to help students succeed. Likewise, SCCC will increase its efforts to recruit and orient a diverse faculty and staff dedicated to student success, especially with underserved populations. Finally, since the College is committed to innovation in curriculum, services and pedagogy, emphasis in faculty and staff recruitment will be placed on finding individuals who share that predilection.

The College will continually examine the curriculum to ensure that it exemplifies the College Mission and Vision statements and meets contemporary student and community needs. Efforts to increase community and employer input into the curriculum architecture will be made. Assessment of the College's programs and services will be made using SUNY and national best practices and guidelines.

Objective 2: Globalize the curriculum and relevant co-curricular activities

- a. Identify 15 students to work cooperatively with the Schenectady and Niskayuna Rotary Clubs to introduce to SCCC the Schenectady Rotaract Club – Rotaract provides an opportunity to connect students, through service opportunities, to the county, state, nation and, most especially, with various international opportunities at no cost to the student. Goal is to have the Rotaract Club in place and active by November 2011. (Student Activities Office)

Objective 3: Sponsor faculty activities to support teaching and learning including those that foster assessment best-practices

- a. Collectively and clearly articulate the purpose (reason), philosophy, and objective in all that we do within Student Affairs to make expectations for student learning outcomes known and understood. (All)
- b. Further develop the Student Affairs Assessment Plan (2010-2015) annually, through a collaborative process with the members of the Division while collecting all data and information that will address/strengthen the Middle States Commission on Higher Education reporting requirements. (Vice President of Student Affairs)
- c. Provide professional development opportunities for members of the Student Affairs Division to further enhance their knowledge and experiences that foster assessment best practices. (Vice President of Student Affairs)
- d. Encourage professional staff to submit entries for various “best practices publications” as a means for demonstrating our institutional strengths and successes from within the Student Affairs Division. (Vice President of Student Affairs)
- e. As per the 2010-2015 Student Affairs Assessment Plan (pp. 45-50), the following assessment activities will be planned for, conducted and completed before May 2012:
 - i. Self-Study Review (ADA Transition Services, Academic Advisement, LPP, Smart Scholars, Student Activities, Financial Aid)
 - ii. Campus Program Review (Athletics, Career and Employment Services, EOP/Multicultural Affairs)
 - iii. External Program Review (Counseling, Admissions)
- f. Work collaboratively with Academic Affairs to seek best practices from other community colleges on how they address the issues of research and Institutional Review Boards. (Vice President of Student Affairs)

Objective 4: Ascertain student preferences and develop course schedules, academic calendars and instructional modalities that best meet evolving student needs

- a. Assess the recently revised evening hours and college hours to collect data for making informed decisions on how best to enhance for future semesters. (All)
- b. Assess the Pilot Program that is being introduced between the SCCC Student Government Association and CDTA for the 2011-2012 academic year to ascertain if this transportation is both utilized and helpful to students going between campus and downtown Schenectady and to determine if this program should be renewed for the following academic year. (Student Activities)

Objective 5: Advance innovations in instructional technology to support teaching and learning

- a. Work collaboratively with IT and PR to develop a Social Media Policy that establishes the guidelines, protocols and practices for usage of social networks. (Vice President of Student Affairs)
- b. Further develop usage of social networks to further enhance communications among students (current and prospective) for purposes of admissions recruitment, academic advisement, engagement and more. Continue practices recently established for offering wellness information via social blogs, offering advisement online, and more. (All)
- c. Work collaboratively with the Schenectady City School District and SCCC to design a curriculum for Smart Scholars ECHS students that presents students with advanced innovations in instructional technology. (Schenectady Smart Scholars ECHS)

Objective 6: Recruit faculty and staff to support strategic planning goals

- a. Vice President of Student Affairs, upon interviewing all candidates for positions, will share a copy of the SCCC strategic plan to further promote the support for planning goals and initiatives. (Vice President of Student Affairs)
- b. Collaboratively the Division of Student Affairs will further advance their goals and vision through enhanced assessment practices and data informed decisions. Monthly, each office will provide reports on progress made in strategic planning goals that include assessment strategies. (All)

Objective 8: Improve faculty mentoring programs for new hires

- a. New employees will be assigned a mentor from the Division to assist with their transition into the campus community. (Vice President of Student Affairs)
- b. Collaboratively work with Student Government Association and SCCC Administration to successfully move all Athletic Coaches from SGA into SCCC part-time, special appointments. Make the transition smooth for all. (Athletics)

Objective 9: Foster a culture that supports academic honesty, civility and personal responsibility

- a. Effectively communicate the newly revised Student Code of Conduct (passed by the Board of Trustees on July 25, 2011) to the campus community while instilling a sense of pride among the student body for supporting academic integrity, civility, honesty and personal responsibility. (All)
- b. Enhance communication within, among and between the various Offices/Departments/Divisions on campus through monthly reports, sharing of meeting minutes, up to date website pages, Advisory board reports, closing the loop on assessment strategies and more. (All)
- c. As per the Higher Education Opportunity Act, we will foster a culture of financial literacy. (Counseling, Financial Aid)

Objective 10: Ensure that developmental courses and related activities are integral to the academic program

- a. Schenectady Smart Scholars ECHS Team to meet at least four times throughout the academic year to plan, coordinate and ensure all courses and activities are integral to the academic program. (Smart Scholars ECHS)

Objective 12: Develop and deliver a college seminar and study skills course and enhance student retention and success through an improved first year experience

- a. Further develop the New Student Orientation programs that assist with connecting the student early on to the campus and assist with getting them actively engaged in their education. (Student Activities)
- b. Provide all cohorts of the Schenectady Smart Scholars Early College High School with a valuable summer seminar that introduces an invaluable first year experience. (Smart Scholars ECHS)

Objective 13: Respond to identified regional workforce demands; seek relevant grant funding and establish public and private partnerships

- a. Career and Employment Services to work collaboratively with Workforce Development to develop partnerships and to further enhance the teaching/learning environment. (Career and Employment Services)

Objective 14: Identify and pursue grant opportunities to support teaching and learning

- a. Identify and pursue new grant opportunities that will further support the Pre-K to 20 pipeline initiatives (Schenectady Smart Scholars Early College High School, Liberty Partnerships Program, Help Yourself Academy) as per the SUNY Strategic Plan and SCCC vision. (All)
- b. Seek and apply for additional grant funding support to assist with the operations of the special programs. (Educational Opportunity/Multicultural, ADA Transition Services, and Veterans Affairs)

Objective 15: Address different learning styles and accessibility by employing Universal Design concepts

- a. Work collaboratively with the campus community to promote and further advance the plan for universal design and social model concepts as identified in Project ShIFT -Shaping Inclusion through Foundational Transformation that includes fostering awareness and enhance communication through *Access for Success*. (ADA Transitional Services)

Objective 16: Enhance the College's Web site to highlight teaching and learning excellence

- a. Work collaboratively with all offices to further enhance the Student Affairs website and to further develop the new portal that is being initiated this fall 2011 semester to make an enhanced system for students to access information with ease and comport. (All)



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Goal 2: Enrich the Student Experience

SCCC students who plan to transfer to a four-year institution will receive commensurate co-curricular programs with those they would have experienced in the four-year setting. Students seeking specific occupational and workforce skills will have access to quality career planning, cooperative and internship experiences and employment services. Excellence criteria, such as are applied to academic programs and services, will also be applied to co-curricular activities and to the ways students are informed about the College, recruited, registered and advised. As appropriate, contemporary technology will be employed to complement personal communication in delivering support and co-curricular activities.

SCCC recognizes that its students who participate in co-curricular activities tend to persist longer, attain their stated educational goals and manifest the highest overall satisfaction with the college experience. SCCC will continue to offer rich and diverse student activities, and cultural and athletic programs consistent with student interest and the availability of resources. As appropriate, international education and cultural exchange programs will be promoted to interested students.

Objective 1: Place student-centeredness at the forefront of all college decision-making

- a. In coordination with the Student Affairs Assessment Plan 2010-2015, data collected will be analyzed to assist with making better-informed decisions that will always consider the student first. Such data will assist with planning for student housing, judicial affairs, designing quality academic advisement, developing meaningful enrollment management strategies, enhancing scholarship opportunities, building articulation agreements, and more. (All)
- b. With a student perspective, work collaboratively to complete the final phases of arrangement of offices and to identify locations for Academic Advisement, Veteran's Affairs, Student Activities, Campus Safety and Housing. (All)
- c. Work collaboratively with the student body and other institutions of higher education within the capital region to determine if/how to evolve SCCC into a 100% Tobacco-free campus. (Student Activities)

Objective 2: Develop opportunities for students to engage in cooperative work activities, internships and international education

- a. Redesign the work-study program to include enhanced recruitment, training and assessment strategies. (Career and Employment Services, Financial Aid)
- b. Explore the possibility of bringing study abroad opportunities to SCCC. (Counseling)
- c. Introduce a Rotaract Club at SCCC. Rotaract provides an opportunity to connect students, through service opportunities, to the county, state, nation and, most especially, with various international opportunities at no cost to the student. Goal is to have the Rotaract Club in place and active by November 2011. (Student Activities Office)

Objective 3: Expose students to globalization and relevant cultural activities

- a. Design, develop and cultivate an extensive program that promotes diversity and multiculturalism. (Multicultural, Student Activities, Counseling)

Objective 4: Explore and implement innovations to improve academic advisement

- a. Student Affairs Division will work collaboratively to further develop the academic advisement process using the data collected from the previous year (from the campus visits, the Academic Advisement Implementation Team, student feedback) to make informed decisions. (Academic Advisement)
- b. Develop the new Academic Advisement Center based on a solid model of retention strategies (to include early alert systems, quality mentorship). (Academic Advisement)
- c. Work collectively with Academic Affairs to develop an SCCC Academic Advisement Center building upon the successes from the summer model practiced. (Academic Advisement)

Objective 5: Evaluate co-curricular activities to ensure they meet student needs and are commensurate with those at peer colleges and transfer institutions

- a. Assess best practices with regard to co-curricular activities, both on the campus and among other community colleges, to serve as benchmark data that can be used for enhancing offerings at SCCC. (All)

Objective 6: Develop opportunities for interested students to participate in honor societies and professional organizations and programs

- a. Identify other honor societies (such as EOP, International student), professional organizations and programs that can be of service to our students. (EOP, Counseling, Career and Employment Services)
- b. Further enhance the quantity and quality of scholarships that are made available to our students. (Counseling, Financial Aid)

Objective 7: Enhance transfer, career and employment counseling services to meet evolving student needs

- a. Update and Revise the position descriptions for all staff in Counseling and Career and Employment Services to reflect the evolving needs of the student and the times.
- b. Assessment practices to be enhanced with regard to counseling (Counseling)
- c. Further enhanced communications via such tools as: monthly reports, sharing of data and assessment results, presentations, workshops and training programs, etc... (Counseling)

Objective 8: Ensure an equitable level of co-curricular services and activities for full-time, part-time, day, evening, weekend and distance learning students

- a. Further develop equitable activities, programs and services for all learners in a means and method that is far-reaching and comprehensive (taking into consideration the hours of operation, creative ways to expand on-line, global connectivity). (All)
- b. Enhance assessment practices to develop a better understanding about the services, activities and programs that are offered to non-traditional populations (such as distant learners, adult students, weekend students). (All)

Objective 9: Strengthen the College Web site to stress student-centeredness

- a. Further enhance and constantly update the various web pages within the Student Affairs Division to keep information accurate, fresh and focused on the student perspective. (All)
- b. Work collaboratively with United Housing to keep the website and social media sites rich with updates on the new student housing opportunity being planned for September 2012. (Vice President of Student Affairs)
- c. Work collaboratively to bring to the website a dynamic virtual tour of the campus, current photos of student life and activities, enhanced scholarship, career and transfer information. (All)



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Goal 3: Enhance the Campus Physical Environment

The important work to update the College's physical facilities is ongoing and must continue regardless of anticipated fiscal challenges, no matter how pressing. The campus learning environment is enhanced by aesthetically pleasing, clean, safe and flexible physical facilities. SCCC competes with colleges that possess attractive and secure campus settings, thus nothing less should be the standard at the College. Classrooms must feature the latest in educational technology since such innovations permit the faculty to offer flexible learning options for students who require such flexibility to begin and continue their studies, and ultimately to succeed educationally. Establishing modern pedagogical options via technology will also help the College compete for students, many of whose work and family circumstances may not permit them to study in the traditional learning paradigm.

Anticipated changes in statute and policy will hopefully permit the College to develop a modern student housing component. Such an enhancement to student life will be carefully and expeditiously studied, and state-of-the-art student housing will be built pending availability of funding and logistics. Student housing, properly designed and supervised, can supplement the learning environment and positively impact student degree completion rates.

Continuing planned improvements to the campus physical and safety environment and the introduction of campus student housing can in the aggregate convince interested students (and often their parents) to choose SCCC as their first-choice college, a primary facet of the College's vision for the future. Recent high school graduates and younger returning veterans will be vital to the College's future and these populations are often physical campus focused. Communication with county and city officials should be ongoing and focus on the win-win scenario that will result in enhancing the SCCC campus environment.

Objective 1: Maintain and enhance the appearance and aesthetic environment of the campus

- a. Enhance the signage around campus by disposing of outdated signs with misinformation and replacing with bold, current, and attractive signs (for Admissions, Financial Aid, Academic Advisement, Athletics, Career and Employment Services, Student Affairs...) (All)

- b. Further enhance both the atmosphere and signage in Admissions Office to provide a “campus feel” to the area that is attractive to prospective students and their families (i.e., have at the entrance a huge SCCC logo or the College seal; add pleasing photographs of campus and students, showcase the athletic trophies, etc...). (Admissions, Athletics)
- c. Further enhance the appeal of the Financial Aid Office with photographs or décor that will make the environment more aesthetic and welcoming. (Financial Aid)
- d. Identify space for the Academic Advisement Center and design this space to be an impressive student-centered space that is dynamic in appearance.
- e. Consistently maintain and promote an environment throughout all of Student Affairs that is 100% student focused, accessible, open, clean, professional, clutter-free and welcoming. (All)
- f. Develop and promote initiatives that support a “greener” appearance and environment (to include a reduction in paper consumption). (All)

Objective 4: Implement innovative strategies to enhance the College’s ability to accommodate new instructional modalities and technologies

- a. Further develop the “Opportunity Zone” concept as a means for providing students with new and innovative strategies/technologies for career and professional development, peer mentoring opportunities, retention strategies, transferability, leadership training and more. (Career and Employment Services, Counseling, EOP/Multicultural Affairs, ADA Transition Services)

Objective 5: Work with county and city officials to recognize the College as both an economic engine and an anchor of regional activities

- a. Launch and promote the new Capital Region Jobs Portal to further enhance job and internship postings for SCCC. (Career and Employment Services)
- b. Work collaboratively to enhance the economic impact and contribution our students have on the regional profile through quality services and through analysis from input-output (IO) models such as the 2008 report developed by Economic Modeling Specialists, Inc (EMSI) for SCCC. (Career and Employment Services, Financial Aid)

Objective 6: Assess the College's current and future space needs and align them to enrollment projections

- a. Collaboratively engage in fully preparing for all aspects of the new residential facilities that are expected to open in September 2012. (All)
- b. Work collaboratively to identify appropriate space for the Academic Advisement Center. (All)
- c. Work collaboratively to identify appropriate space for the growth of the SCCC College Store. (Vice President of Student Affairs)
- d. Work collaboratively to further develop the proposed "Opportunity Zone" that will meet the needs of Career and Employment Services, Multicultural Affairs/EOP, and the special programs for mentoring, internships, leadership training and work-study students. (Career and Employment Services, Multicultural/EOP, ADA Services)

Objective 8: Continue to improve the College's commitment to campus safety

- a. Work collaboratively with the Campus Safety Council to maintain an updated Critical Incident Management Plan. (Vice President of Student Affairs, Campus Safety)
- b. Through the Campus Safety Council, two (minimally) assessments will be conducted annually and then benchmarked with the previous assessments that have been conducted over the years. Feedback from the assessment analysis will provide data for making informed decisions about campus safety and protocols. (Vice President of Student Affairs, Campus Safety)
- c. Provide at least one tabletop drill and one exercise annually to prepare members of the campus community on how to address critical incidents that could develop on the college campus. (Vice President of Student Affairs, Campus Safety)
- d. Provide professional development training on NIMS and Clery Act reporting to the appropriate staff. (Vice President of Student Affairs, Campus Safety)
- e. Work collectively and collaboratively to develop a web based record keeping system and process for reporting incidents, filing incident reports and documenting required information needed for reporting. (Vice President of Student Affairs, Campus Safety)



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Goal 4: Respond Positively and Responsibly to Fiscal Challenges

Given the precarious state and local fiscal environments, the College must use its persuasive resources to convince policy makers it needs fiscal flexibility to increase its revenue potential, including allowing SCCC to charge appropriate tuition levels. Such a sea change in fiscal flexibility needs to be approached carefully and collegially with all permutations studied and debated. Any resultant tuition flexibility should be applied relative to the anticipated duration of the state's fiscal problems and their severity.

Faculty and staff workload, the academic and administrative calendars, administrative cost and the approaches to evaluate cooperative work and life experiences will be re-interpreted to reflect fiscal realities and the overall demand for college programs and services. Academic and administrative structures will be re-examined to reflect contemporary realities and will be evaluated as to how they positively impact enrollment, market penetration and student success.

In an enrollment-driven environment, the relationship between demand for services and fiscal stability is obvious. Less obvious, however, is the relationship between marketing the College's quality and uniqueness and attracting new student cohorts to the campus. The College will look anew on its marketing, recruitment and partnering activities with an eye toward increasing market share. Similar efforts will be made to increase academic productivity, retention and graduation.

The College will deepen its initiatives for fundraising and external resource development. A more external focus requires coordination and cooperation from all college cohorts.

The use of technology to produce fiscal efficiencies will be studied and employed as developed.

Objective 4: Study and implement internal institutional efficiencies

- a. Update job descriptions within Student Affairs that were approved more than six years ago. (Admissions, Counseling, Financial Aid, Career and Employment Services, Vice President of Student Affairs)

- b. Conduct Self-Studies, Program Reviews and External Reviews, as designed and outlined in the 2010-2015 SCCC Student Affairs Division Assessment Plan, for studying and implementing enhanced internal efficiencies and effectiveness. (All)
- c. Develop a comprehensive academic advisor training program and “manual” to develop the skill set of all academic advisors and to enhance the quality of academic advisement consistently across campus. (Academic Advisement)

Objective 5: Study and implement efficiency strategies and partnering activities paying special attention to positioning the College in the Pre K-16 continuum

- a. Collaboratively work to enhance the Schenectady Smart Scholars Early College High School and Liberty Partnerships Program experience for students, families and the community at large. (SSSECHS, LPP)

Objective 6: Provide assistance and support for faculty and administrators to seek grant funding opportunities

- a. Encourage and present opportunities for professional development on grant writing and strategies for seeking grant-funding support that align with the vision and mission of the Division/College. (All)

Objective 7: Align resource allocations with the enrollment management plan

- a. Work collaboratively to enhance enrollment management strategies, designing new and innovative strategies to meet the ever-changing student needs and environmental challenges. (All)
- b. Further develop the enrollment plan for enhanced recruitment activities that yield a higher attendance rate from application process. (Admissions, Financial Aid, Academic Advisement, Athletics)
- c. Using innovative best practice approaches, further develop the retention plan for maintaining current students that yield a higher rate for returning from one semester to the next. (ADA Transition Services, Financial Aid, Multicultural/EOP, Counseling, Athletics)