



## **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

**Updated August 2014**

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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.

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

York College  
Strategic Plan 2010-2020  
Action Planning Template

**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>
<i>This initiative has been redefined to reposition CETL to become a central hub for developing faculty assessment and pedagogy, LOOK AT THE ROLE OF CETL</i>	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 PATHWAYS GEN-ED		1 Advisory board 2 Organizational chart	Provost OAA/ faculty	Consultation		
Creating interdisciplinary minors and majors		Science and Business – two tracks Food Studies and Food Science				

<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"> <li>Technologies of learning</li> <li>Gen Ed pedagogies</li> </ul>	TBD	TBD
Inter-college collaboration on activities. Exchange of ideas between campus technology.		Workshops (e.g., with Queens College)	OAA		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>
<b>Internships</b> More opportunities and coordinated for accountability. Eventually mandatory for all majors.	1 semester each or less	More internship opportunities	V.P. Stud. Dev. Provost Faculty Deans Career Services	Applied knowledge	TBD	Tax-levy; External funding (Thurgood Marshall Fund);
<b>Fieldwork</b> Better coordination and accountability	1 semester each or imbedded in course	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 2015	Dean Clark Social Work dept.			
Nursing MSN Program	New	Letter of intent by Summer 2015	Dean Clark Nursing dept.		tbd	Tax-levy
Physicians Assistant	New	Fall 2014	Dept. Chair			
Accounting/CPA accreditation	New	2015	Dept. Chair Bharosay			
Behavioral Economics	New	2017	OAA			
Pharmaceutical Science Masters		Summer 2014	Chair Chakravarti and Desamero			

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

**York College  
Strategic Plan 2010-2020  
Action Planning Template**

**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"> <li>▪ Student Persistence</li> <li>▪ Increase in Retention</li> <li>▪ Increase in Rates of Graduation</li> </ul>	Walker-Johnson/Banrey	<ul style="list-style-type: none"> <li>▪ Funding</li> <li>▪ Coordination</li> <li>▪ Collaboration</li> </ul>		Tax levy (CUNYCompact Funding): Related Entities
Service-Learning	Ongoing		“			
Freshman Reader Program	Once a Year		“		\$7200	
WOW Week (Week-of-Welcome)	Once a Year		First-year experience (fye) advisory board		\$3000	
Spirit Week	Once a semester		Walker-Johnson/Banrey			
Early-Alert System	Ongoing Piloted fa-2011		Walker-Johnson/Banrey			
Cardinal Experience	Ongoing		Walker-Johnson/Banrey			
Student Development Classes <ul style="list-style-type: none"> <li>• Foundation of Excellence</li> <li>• Introduction to First Year</li> </ul>	Ongoing		Horsham-Brathwaite and Henke		Student dev.	



**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"> <li>• Enhance Transparencies</li> </ul>	<ul style="list-style-type: none"> <li>• Career Services</li> <li>• Counseling Dept.</li> <li>• Freshman Advisement</li> <li>• Women’s Center</li> <li>• Men’s Center</li> <li>• Health Services</li> <li>• Student Activities</li> <li>• STAR/YES Programs</li> <li>• SSS Program</li> <li>• SEEK</li> <li>• Child and Family Center</li> <li>• The Office of the Registrar</li> <li>• Bursar’s Office</li> <li>• Financial Aid</li> <li>• Office of Admissions</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage CUNY Alert for Enhanced Technologies</li> <li>• Develop Assessment Tools</li> <li>• Other Technologies</li> </ul>	\$14,000	Tax Levy; Related Entities (Auxiliary Enterprises ; FDA)
Freshman Orientation Student Development	Once a semester (or as needed)	<ul style="list-style-type: none"> <li>• Promote Awareness</li> <li>• Increase Communications via: <ul style="list-style-type: none"> <li>○ Marketing &amp; Promotions</li> <li>○ Plasma TVs</li> <li>○ E-mail Blasts</li> <li>○ Flyers</li> <li>○ Banners</li> <li>○ York Website</li> </ul> </li> </ul>				
Student Development Classes <ul style="list-style-type: none"> <li>• Foundation of Excellence into the First Year Experience</li> </ul>	Ongoing					
Develop an Alumni Affairs Center	Ongoing	<ul style="list-style-type: none"> <li>• Outreach</li> <li>• Updates</li> <li>• Mentors (volunteer)</li> <li>• Internships</li> </ul>	<p><b>DOLORES SWIRIN</b>  <b>DIRECTOR/COORDINATOR OF ALUMNI AFFAIRS</b></p> <hr/> <p>M. Sealy</p>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Coordination</li> <li>• Collaboration</li> </ul>	T/B/D	T/B/D

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		(volunteer) • Speakers (volunteer) • Job/Career Fair (volunteer) • Work Shadow Days (volunteer)	Alumni Assoc. 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 programs and services that serve as a bridge to the sophomore year <ul style="list-style-type: none"> <li>• Bursar’s Office</li> <li>• Career Services</li> <li>• Child and Family Center</li> <li>• Counseling Department</li> <li>• Financial Aid</li> <li>• Freshman Advisement</li> <li>• Health Services</li> <li>• Men’s Center</li> <li>• Office of Admissions</li> <li>• The Office of the Registrar</li> <li>• Student Activities</li> <li>• STAR/YES Program</li> <li>• SSS Program</li> <li>• SEEK</li> <li>• Women’s Center</li> </ul>	Every three – five years	Strategies would support an increase in persistence retention into the sophomore year.			T/B/D	T/B/D

**GOAL 3.0: ENSURE A CULTURE OF DEVELOPMENT AND CONTINUOUS IMPROVEMENT THROUGH APPROPRIATE AND MEANINGFUL ASSESSMENT.**

York College  
Strategic Plan 2010-2020  
Action Planning Template

**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>
Pathways	Meet every other year starting 2013	Participate in the CUNY Initiative on Mathematics across the Curriculum	Pathways Task force  Outcomes Assessment Committee Academic Affairs Division	Pathways	\$7,000	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 Resources</u>
Certification Exams	Annually	Create inventory of departments tracking-post graduate outcomes to include assessments for licensure (Nursing, OT, PA, Clinical Lab Sci, Teacher Ed, Accounting)	Academic Deans Chairs of 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>
Institutional Program review	Per Schedule, starting with President's Office					
Noel-Levitz and locally created surveys	Continuous	<p>After pilot study, one new Enrollment Management and Student Development office will conduct CAS self-studies every year.</p> <p>CAS self-study schedule to be determined (suggested that departments conduct CAS review every five years)</p>	<p>V.P. Thomas I. Perez V.P. Walker-Johnson B. Brown</p>	<p>Enrollment Management</p> <p>Student Development</p>	\$5,000	Tax levy
First Year Experience (FYE) Program Review	Continuous  Refer to 2.3	<p>Continuous assessment of freshman retention rates</p> <p>Student engagement survey to be administered</p> <p>Assessment of Freshman Reader Program</p> <p>Assessment of Mentoring Program</p>	<p>Mohammadi</p> <p>Mohammadi</p> <p>Horsham-Brathwaite/Henke and relevant faculty</p>		\$3,000	Related Entities (Auxiliary Enterprises)

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		Assessment of Service Learning Program Assessment of Early Alert System	Walker-Johnson “ Horsham-Brathwaite/ Henke			
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**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 Allocatio ns</u>	<u>Funding Source(s)</u>
Administer the Faculty Su experiences survey of Student Engagement	Bi-Annually	Results used to inform assessment at all levels of the College	A. Mohammadi Outcomes Assessment Committee Provost	Office of Institutional Research  Outcomes Assessment Committee  Divisional Vice Presidents		
Faculty Climate/ Exit Survey	?/as needed		O. Dais			
CUNY Student Experience Survey (Noel-Levitz)	Bi-Annually	Data to be correlated to NSSE to inform College-wide assessment initiatives	A. Mohammadi		TBD	Tax levy
Alumni Survey	2014	Compare data to 2008 survey  Compare data to other alumni data sources to inform improvement of alumni and current student assessment initiatives	V.P. Swirin M. Sealy A. Mohammadi		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 Employee Orientation	Develop by Jan 2015	Orientation sessions designed for: Faculty (adjunct and F/T); Classified Staff (F/T & P/T); Non-Instructional; Managers/Supervisors	Human Resources Manuel		Existing Staff	<b>ASK COST</b>
Develop HR Newsletter (on-line)	On-going	Quarterly newsletter addressing topics of interest; acknowledging new hires; retirees and employee accomplishments	Human Resources Manuel		Existing Staff	TBD
Implement HR Employee Development workshop series	On-going	Schedule quarterly development workshops covering various topics (Ex. <i>Linking Job Descriptions and Employee Evaluation</i> )	Human Resources Manuel		Existing Staff	TBD
Develop employee recognition program Faculty	Spring 2015	Recognize employee's service with annual recognition program	Human Resources Manuel  Provost		TBD	TBD



<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>
Link employee evaluations with professional development courses	12 months	Supervisors of employees who receive less than satisfactory evaluations will work with the Labor and Employee Relations Manager to identify/develop an action plan for employee development	Human Resources B. Manuel O. Dais Dept. Heads & Chairs		TBD	TBD
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 Manuel Keizs		TBD	Tax levy
Prof 201 Mid level Faculty Development Program	Ongoing	Same as above and motivate to apply for promotion with input from Department Chair	Chirico			
College wide Faculty Development Program for Adjuncts		<ul style="list-style-type: none"> <li>• Within department</li> <li>• College wide Orientation at beginning of semester</li> <li>• Use some of contractual 6 hours</li> <li>• Pay at 60% rate for 2-3 hours</li> </ul>	Chairs Provost			
Implement January	January 2015	Sessions on: <ul style="list-style-type: none"> <li>• Compliance</li> </ul>	O. Dais B. Manuel			

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training day for all faculty and staff		<ul style="list-style-type: none"><li>• HR</li><li>• Security</li></ul>	D. Smallwood Provost			
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**GOAL 4.0: DEVELOP AND IMPLEMENT A FINANCIAL MODEL TO SUPPORT YORK COLLEGE'S PROGRAMS, STUDENTS, FACULTY, STAFF, AND FACILITIES.**

York College  
Strategic Plan 2010-2020  
Action Planning Template

**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 undergraduate programs	1year	Inventory of niche program	OAA Deans	Academic Departments	NA	NA
Determine tuition and fees Ask for modest fee increase	1year	Inventory of tuition and fees	OAA V.P. Thomas/I. Perez M. Keizs	Academic Departments Student Affairs Budget	NA	NA
Tuition and fees implementation	1year	Increased revenue	OAA V.P. Thomas/I. Perez Office of the Bursar Office of the Registrar Financial Aid	Budget	NA	NA

**b. MA/MS 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 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 PA 2014-15 MSW Fall 2015	Academic Departments Deans	OAA CUNY OAA	200,000	CUNY External Grants
Submit Proposals for governance approval: Pharm Sci	1 year	Approval of proposals	Academic Departments OAA	YC Curriculum YC Senate CUNY OAA CUNY BOT	\$4,000 Training Fees	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>
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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>Dependencies/ Outcome</u>	<u>Funding Resources</u>
Design and develop annual fund campaign	Continuous	Plan for Annual Alumni donations	Office of Development and Alumni Affairs	Bursar IT Budget	TBD	CUNY
Implement Annual Fund campaign	Annual starting Fall 2014	Sustained Annual Alumni contributions	Office of Development and Alumni Affairs V.P. Swirin M. Sealy	IT Bursar Budget Scholarship office	TBD	CUNY
Design and develop a capital campaign	1 year	Campaign Plan	Office of Development and Alumni Affairs V.P. Swirin M. Sealy Dir. Mktg.	IT Marketing Consultants OAA Student Affairs	TBD	CUNY
Implement capital campaign	3-5 years	Raise 6million CUNY target	Office of Development and Alumni Affairs V.P. Swirin M. Sealy	College community	<b>ASK MONDELL ABOUT TRIPS THEY TOOK</b>	Auxiliary or Foundation
Design and develop a major gifts program	1 year	Plan for major gifts program	Office of Development and Alumni Affairs	Office of the President	TBD	CUNY

(naming opportunities)			V.P. Swirin M. Sealy	OAA Student Affairs		
Implement Major Gifts Program	1 year	Major gifts	Office of Development and Alumni Affairs V.P. Swirin M. Sealy	Office of the President OAA Student Affairs CUNY OAA, CUNY BOT Budget	TBD	CUNY

e. Increasing grant and contract production (**NOT UPDATED Awaiting Report**)

<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>
Identify public and private funding sources	ongoing	Grant opportunities Newsletter Annual report	Office of Sponsored Research And Programs V.P. Swirin D. Hewitt Dir. Of Mktg.	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	80,000	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>
Develop marketing campaign for 50 <sup>th</sup> year anniversary	1-2 years	Consistently Increase public exposure of the college	Office of the Vice President for Advancement V.P. Swirin Dir. Mktg.	Administrative Affairs, IT Academic Affairs Departments	TBD	CUNY and external resources
Implement marketing campaign for 50 <sup>th</sup> year anniversary Kick-off Sept 2016	ongoing	Consistently Increase public college exposure	Office of the Vice President for Advancement V.P. Swirin Dir. Mktg.	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>
Publish an alumni quarterly electronic newsletter	1 year Ongoing thereafter	Increase alumni engagement and contributions	Office of Development and Alumni Affairs 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	Office of Development and Alumni Affairs M. Sealy	IT, OAA, Student Affairs, Administrative Affairs	Existing Staff	CUNY External funding

<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>
Organize Alumni student mentoring/internship program	1 year Ongoing thereafter	Increase alumni engagement and contributions	Office of Development and Alumni Affairs 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.**



c. Streamline operations, processes and procedures – charter revision

<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 Resource s</u>
Revise YC Charter L. Barley & comm.	1-2 years Fa 2014	Improved and streamlined operations	Office of the President	YC Senate OAA	Existin g Staff Worksh op Costs	CUNY
Inventory Department/unit administrative processes	1 year	Improved/Clear Administrative Structure	Administrative Affairs I. Perez	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 I. Perez	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	\$100,000 annually plus consulting and existing staff (Peter Tighe)	CUNY, external funding
Implement Financial Aid module of CUNYfirst	As per CUNY Deadlines		R. Thomas P. Tighe B. Brown			

d. 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	Feb 2015	Efficient Department/unit planning Streamline procedures	Budget office I. Perez V.P. Thomas A. Mendell	IT Administrative affairs All department and units	TBD	CUNY
Establish annual itemized budget allocation planning	Ongoing	Streamlined, efficient budget allocation, personnel process and procedures	Budget Office I. Perez A. Mendell J. Clark	Office of the President, and Vice Presidents IT, Purchasing, All departments and Units		CUNY OTPS
Establish clear budgetary management and administrative Department procedures	Ongoing	Streamlined transparent administrative procedures, expenditures, accountability	Budget Office I. Perez A. Mendell J. Clark	IT, Purchasing, All departments and Units		CUNY OTPS

e. 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>
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f. 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 application system	February 2015	Efficient, transparent travel applications and management	J. Clark P. Tighe I. Perez P. Meleties	OAA Administrative Affairs	TBD	CUNY
Implement training for the department and unit heads and appropriate personnel	February 2015	Efficient, transparent travel applications and management	J. Clark P. Tighe I. Perez P. Meleties	OAA Administrative Affairs Student Affairs All Departments and Units	TBD	CUNY

Establish criteria for travel allocations for department/units and personnel	1 year Ongoing thereafter	Efficient and transparent travel procedures and budget allocations	OAA Provost Deans VP Student Dev. VP Thomas J. Clark	OAA Administrative Affairs Student Affairs All Departments and Units	Existing Staff	CUNY
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**g. 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>
Establish operational and strategic budget allocations	Fall 2014 Ongoing thereafter	Clear division budget allocations	I. Perez R. Thomas M. Keizs W. Dinello	Offices of the vice Presidents Budget Office	50,000	Tax levy Check with Ron
Inventory and integrate all revenue sources (tuition, grants, gifts, etc.)	Fall 2014 Ongoing thereafter	Budget accountability and efficient allocation of resources	Office of the President Dinello I. Perez	Business Office Budget Office Office of Sponsored Research and Programs Office of development and Alumni Affairs	50,000	Tax levy Check with Ron
Establish annual Operational budget allocations to divisions, academic departments and divisional units	Fall 2014 Ongoing thereafter	Budget accountability Efficient administration, and operation management	President All VPs I. Perez	Offices of the Vice Presidents Business Office IT Departments and units	50,000	Tax levy Check with Ron

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Establish budgets for new strategic initiatives and projects budget	2014 Ongoing thereafter	Creation of new programs and facilities	Office of the President SP Committee R. Thomas I. Perez	Offices of the Vice Presidents Budget Office	40,000	Tax levy Check with Ron
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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.**

York College  
Strategic Plan 2010-2020  
Action Planning Template

**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>
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 R. Slawski		\$2.5M	Legislative Capital Funding
Establish an Advisory Board for the Performing Arts Center	2014	Identify stakeholders to join the board	R. Thomas		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 classrooms	Continuous	Bring 10 new smart classrooms online each year	P. Tighe, Provost and R. Thomas		\$200,000	Tech Fee
Purchase more user friendly student desks in the classrooms, having considerations for students with special needs	Continuous	Starting with new desks in the Academic Core, 100 per annum	V.P. Thomas Minto		\$200,000	Legislative Funding
Develop more online courses	– Spring 2015	Working in conjunction with the smart classrooms	Provost Curriculum Committee Deans Chairs		TBD	Tech Fee
Install better ventilation across the campus	– Spring 2015	Renovation of the entire ventilation system	R. Thomas N. Gamboa Minto		TBD	Legislative Capital Funding

**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	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	\$200K	Tech Fee
Upgrade campus wireless network	Fall/ Spring 10/11	Replacement of campus WLAN access point, deployment of central controller	P. Tighe, IT Staff	Funding	\$1.2M	Legislative Capital Funding and 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	On-going		R. Thomas			