

**Mohawk Valley Community College**  
**Annual Plan 2021-2022**  
**Final**

**1. INCREASE STUDENT COMPLETION**

**1A. Increase the fall-to-fall retention rate (ATD rate- 3-year cohort model).**

- 1A.1 Implement embedded tutoring in at least two sections of each of the following courses: EN101 and MA110 ILS sections and in MA115, HS101, and AC115. (Director, Learning Commons & Deans, Academic Affairs)

Measure: Tutoring is embedded in at least 2 sections of each of the noted courses and the use of Learning Commons academic supports will be tracked for the registrants of the target courses and compared to the use of their larger peer group.

- 1A.2 Analyze student fall-to-spring retention and term GPAs for all students who receive Starfish interventions during fall 2021 and spring 2022 to inform refinements to the Starfish intervention model in fall 2022. (Dean, Student Support)

Measure: Define a common cohort of students with some common characteristics (e.g., first time, or transfer, etc.) that is divisible by students who were part of the Starfish intervention process and those who were not. Examine the above metrics for both groups and see if there are differences.

- 1A.3 Implement virtual open instructor review sessions for BI 216 and BI 217 labs and assess the impact of these sessions on course success rates with an eye on scaling to other academic areas in fall 2022. (Director, Learning Commons & Dean, STEM-Transfer)

Measure: Student participation in the open instructor review sessions will be tracked and the course success rate for participating students will be compared to average course success rates.

- 1A.4 Develop and implement a plan that promotes cohesion in the College's use of CliftonStrengths during advising, counseling, and mentoring sessions. (Dean, Student Support; Coordinator, Career Services; & AVP Academic Affairs)  
(\$26,250)

Measure: Model for use of CliftonStrengths is developed and implemented.

**1B. Increase the graduation rate (ATD rate- 3-year cohort model).**

- 1B.1 Create one new career awareness activity or program for each academic school as a part of the Career Development Plan (Dean, Student Support & Deans, Academic Affairs).

Measure: One new career awareness activity or program is created for each academic school. Retention rates between students who participated in these experiences and those who did not are examined for differences.

1B.2 Redesign CF100 to align with Guided Pathways recommendations for a fall 2022 relaunch. (Dean, Humanities)

Measure: CF100 modified to align with Guided Pathways recommendations.

1B.3 Design a student-facing prior learning assessment process for implementation with students during fall 2022 (e.g., finalize policy work, develop a portfolio course, and build out a process). (AVPs Academic Affairs & Dean, Student Enrollment)

Measure: Student-facing prior learning assessment process is implemented in Fall 2022.

### 1C. Increase the student success rate (VFA criteria-6-year cohort model).

1C.1 Develop two to three (2-3) online orientation modules for implementation with the incoming fall 2021 class. Assess, adjust, and build out additional modules for implementation during spring 2022. (Dean, Student Support)

Measure: Online orientation modules are implemented in Fall 2021.

1C.2 Establish a baseline for the impact that P+ nudges have on student responses. (Dean, Student Support)

(\$10,000)

Measure: Establish a baseline of pre-P+ retention, and compare retention rates for students getting P+ nudges to the baseline.

1C.3 Develop and implement a case management model for Student Support Advisors (Dean, Student Support).

(\$100,000)

Measure: 250:1 Student to SSA ratio is created and a case management model is developed and implemented.

## 2. STRENGTHEN THE EDUCATIONAL PIPELINE

### 2A. Strengthen outreach efforts to increase the number of K-12 career and educational opportunities.

2A.1 Develop Guided Pathways for dual enrollment offerings by strategically packaging courses that are part of a sequenced pathway to a credential and market the curricular bundle with regional district partners. (Dean, Student Enrollment & Deans, Academic Affairs)

Measure: Pathways are created, shared with Dual partners, and disseminated to students and families.

2A.2 Design "Three Tier Program Maps" that outline the pathway from dual credit offerings and BOCES articulation agreements through Bachelor's degree attainment or career opportunities. (Dean, Student Enrollment; Deans, Academic Affairs; & Executive Director, Marketing)

Measure: 3 tier program maps created (and shared on the web, or with partners, etc.)

2A.3 Expand dual credit in BOCES and technical high schools statewide with a focus on technical and trades-related education (Director, Dual Enrollment & Deans, Academic Affairs).

Measure: At least 5 more dual credit sections offered in BOCES and technical high schools.

2A.4 Formalize a process that enables middle and high school-aged students to engage with the College's career exploration/development services. (Dean, Student Support; Associate VP, Workforce Development; AVP Academic Affairs)

Measure: Process created.

**2B. Strengthen university partnerships to increase the number of bachelor and graduate program partners and students enrolled in completer programs.**

2B.1 Develop strategic dual admissions agreements with 2-3 institutions to provide preferred pathways to Bachelors' degrees for disparate student populations (e.g. post-traditional, Downstate, etc.). (AVPs Academic Affairs)

Measure: Two to three dual admissions agreements created.

**2C. Strengthen transfer success by increasing the percentage of AA and AS graduates who transfer to a four-year institution.**

2C.1 Design a system to uniformly display transfer data for faculty to enhance MVCC course design with an eye on improving course transferability. (AVPs, Academic Affairs; Deans, Academic Affairs; & Director, Assessment)

Measure: System designed and displayed.

2C.2 Design program maps for website publication that include information regarding available transfer agreements to allow the guides to show students a clear path from MVCC programs through Bachelor's degree completion. (AVPs, Academic Affairs & Deans, Academic Affairs)  
(\$60,000)

Measure: Program maps created and displayed.

2C.3 Develop and implement an outreach and marketing plan in collaboration with the College's transfer partners to improve student recruitment outcomes. (Executive Director, Marketing and Communication)

Measure: Marketing plan created and implemented.

2C.4 Develop and implement a system to maintain the accuracy and utility of existing transfer articulation agreements and identify areas where novel articulation agreement should be sought (AVPs, Academic Affairs).  
(\$5,000)

Measure: System is developed and implemented.

### 3. ADVANCE DIVERSITY, EQUITY, AND INCLUSIVENESS

#### 3A. Advance faculty and staff recruitment to reflect the diversity evident in the MVCC student population.

3A.1 Continue to expand diversity advertisement outlets by two (2) new advertising outlets to solicit and increase diverse applicants. (Executive Director, Human Resources)

Measure:

Baseline- Currently advertising in x diversity outlets

Next year- advertising in x +2 diversity outlets

Next year- Advertising in x +2 +2 diversity outlets.

3A.2 In alignment with SUNY PRODiG goals, the College will develop and refine Diversity, Equity, and Inclusion (DEI) training guides for use with all hiring screening committees by spring 2022. (Chief Equity and Inclusion Officer & Executive Director, Human Resources).

Measure: DEI training guides are developed and implemented with all screening committees that commence in spring 2022 and moving forward.

#### 3B. Advance student recruitment, offerings, and services to support and increase diversity & inclusion within the total student population.

3B.1 Develop a comprehensive recruitment and support plan for non-traditional and adult-learner students in order to advance student enrollment and completions from these populations. (Dean, Student Enrollment)

Measure: Comprehensive recruitment and support plan created and implemented.

3B.2 Implement an intra-campus program that makes use of common DEI-related reads for faculty and staff and at least one presentation on best practices to increase cross-campus collaboration and DEI awareness. (Chief Diversity Officer)  
(\$10,000)

Measure: Intra-campus program created and implemented.

3B.3 Conduct a DEI climate assessment. (Chief Diversity Officer)  
(\$10,000)

Measure: DEI climate assessment conducted (SUNY & ATD).

3B.4 Implement the EIT (Electronic Information Technology) Plan. (Manager, Educational Technologies; Director, Student Access; & Dean, Student Support)

Measure: Electronic Information Technology Plan implemented.

**3C. Increase UDL (Universal Design for Learning) practices for course delivery.**

- 3C.1 Create a Center for Teaching and Learning as outlined in the Guided Pathways recommendations. (AVPs Academic Affairs)  
(\$40,000)

Measure: T & L Center created. Percentage of use by Faculty is tracked.

- 3C.2 Define and implement multiple modes of course delivery to meet the needs of all students. (AVPs Academic Affairs)  
(\$48,000)

Measure: For the most important courses for completion, 75% will be delivered in *at least 2 different formats*.

**4. DEVELOP THE WORKFORCE AND COMMUNITY**

**4A. Develop or redevelop and promote programs (credit and noncredit) annually to meet community needs.**

- 4A.1 Identify companies interested in pursuing workforce development that makes use of the Industry Recognized Apprenticeship Program (IRAP) model. (Associate VP Workforce Development).

Measure: Companies interested in the IRAP model are identified.

- 4A.2 Develop and implement onboarding training for Cree | Wolfspeed's automation, equipment and process technicians as an ongoing program. (Associate VP, Workforce Development & AVP, Academic Affairs)

Measure: Onboarding training for Cree | Wolfspeed developed and implemented. Worker and Cree satisfaction with training is measured by a survey.

- 4A.3 Implement a 10-month Mechatronics evening certificate program. (AVP Academic Affairs)

Measure: 10-month evening Mechatronics certificate enrolled at least 12-students.

- 4A.4 Develop a micro-credential training program to support the early childhood education workforce. (AVP Academic Affairs)

Measure: Micro-credential training program for early childhood education developed and implemented.

- 4A.5 Inventory internship opportunities for traditional academic transfer programs and identify opportunities for growth.

Measure: Inventory and opportunities identified.

**4B. Develop community partnerships annually with educational impact.**

- 4B.1 Develop training partnerships with additional trade union that makes use of the International Brotherhood of Electrical Worker (IBEW) Local 43 model. (AVP Academic Affairs)

Measure: 1 additional training partnership developed by spring 2022.

- 4B.2 Expand the College's offerings for the 55-year-old plus-population to expand the College's existing partnership with Mohawk Valley Institute of Learning in Retirement (MVILR). (Associate VP Workforce Development)

Measure: At least 3-novel offerings for the 55-year-old plus population created.

- 4B.3 Explore and expand the College's partnerships with community colleges to support regional workforce development solutions. (Associate VP Workforce Development & AVP Academic Affairs)

Measure: At least 2 meeting (s) with sister colleges occur by January, 2022 to begin discussing shared workforce development options.

Total budget allocation for FY 21-22 in support of Annual Plan = \$309,250