



MANY VOICES, ONE CALL – The Strategic Plan to 2026

***President's Report***  
May 2022

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**Promoting Diversity, Equity, and Inclusion**

On April 5, Sarah Wilson-Sparrow attended the One Schenectady Workforce Development Coalition meeting.

On April 5, Lauren Lankau met with Jesse Roylance of Washington Irving to discuss pipelines for GED students and other partnership opportunities.

On April 6, Laura Sprague, Pam McCall, and Sarah Wilson-Sparrow met with the Schenectady City School District, Washington Irving, Schenectady Community Action Program, and the Schenectady Job Training Agency to discuss training and education programming available at SUNY Schenectady and how we can collectively work to market and build community awareness.

On April 7, Lauren Lankau attended the Martin Luther King Jr. Job Fair hosted by the New York State Department of Labor.

On April 8, Sarah Wilson-Sparrow attended the Building Higher Education and Workforce Pipelines for Resettled Refugees Roundtable Discussion

On April 8, Director of Library Services Jacquie Keleher attended the virtual session “Equity, Diversity and Inclusion Audits: Implications and Applications for Library & Information Organizations” led by Dr. Kawanna Bright and sponsored by the Western New York Library Resources Council (WNYLRC). The webinar focused on strategic methods for assessing DEI efforts in libraries and information centers.

On April 8 and 22, Lauren Lankau participated in the Allyship Cohort meetings

On April 11, Instructor Cayla Gaworecki attended a presentation entitled “Neurodiversity” by Professor Kimberly Otis as part of the campus-wide *Let's Talk About It* series.

On April 12, Professor Kim Scheuerman attended Alicia Richardson’s lunchtime seminar “What’s in a Name,” a discussion of the importance of pronouncing names of students and staff correctly.

On April 12<sup>th</sup>, Interim Chief Diversity Officer Alicia Richardson facilitated a discussion for faculty, staff, and administrators on the importance of pronouncing names correctly. The session, titled “What’s in a Name?” focused on the tips presented in a podcast episode on the same topic, “How We Pronounce Student Names, and Why it Matters.

On April 13, Michelle Kraines attended the Education and Business Partnership meeting and connected with Laura Marx, Executive Director of Capital Region Sponsor a Scholar about presenting opportunities at SUNY Schenectady to their at risk students.

On April 14<sup>th</sup>, Interim Chief Diversity Officer Alicia Richardson was a guest speaker for the EOP workshop series. During the session, “Dormitory and Apartment Sharing: An Impact of Diversity and Inclusion”, CDO Richardson discussed being inclusive, setting boundaries, and being open to engaging with people and cultures that are different from one’s own with a group of EOP students.

On April 14<sup>th</sup>, Interim Chief Diversity Officer Alicia Richardson and the Interim Chief Diversity Officer at SUNY Empire, Dr. Audi Matias, held the third and final joint book group meeting to discuss the third part of the text, *What Inclusive Instructors Do: Principles and Practices for Excellence in College Teaching*.

On April 19, Sarah Wilson-Sparrow presented in the TRIO Café to discuss opportunities through Workforce Development & Community Education to SUNY Schenectady students.

On April 19, Director of Library Services Jacquie Keleher attended the monthly SUNY Libraries Diversity, Equity and Inclusion committee meeting and also participated in the SUNY Schenectady PRIDE Alliance Day of Silence panel.

On April 19<sup>th</sup>, Interim Chief Diversity Officer Alicia Richardson and Professor Babette hosted guest speaker Attorney Ashley R. Dunbar, Esq. Attorney Ashley R. Dunbar is currently a Senior Assistant Conflict Defender in the Office of the Conflict Defender for Schenectady County. During the session, a sometimes-candid conversation about what her experience as a black woman and attorney in certain spaces, mentorship, and her commitment to supporting new generations of aspiring professionals, she discussed her experience as a student at SUNY Schenectady, her career path, lessons learned, and offered advice to current students.

On April 20<sup>th</sup>-22nd, Interim Chief Diversity Officer Alicia Richardson virtually attended the SUNY Guided Pathways Cohort II: Institute #5 Capstone event with members of the campus community.

On April 20 and 29, School of Music Dean Christopher Brellochs, D.M.A. attended virtual Guided Pathways events including the state-wide Institute 5 Keynote presentation and the Capstone meeting with SUNY Coach Wendy Beasley.

At the end of March, Instructor Michelle Garretson attended “Closing the Equity Gap in Student Services,” an online webinar hosted by The Chronicle of Higher Education. She also attended Part III, “Developing and Sustaining a Culture of Inclusive Teaching,” as part of the DEI Book Group.

Teaching and Learning Specialist, David Wolf, was one of only ten SUNY members asked to participate in a cross-institutional collaboration on Diversity, Equity, and Inclusion and online course design. The collaboration with Cal State Los Angeles and [California Community Colleges](#) will work to infuse DEI principles within Online Course Quality rubrics such as [OSCQR](#), [QM](#), and [QOLT](#). This group starts in the Summer and will be the first national level attempt to merge inclusive teaching practices with online quality reviews.

David Wolf oversaw Cohort 12 Part 2 of the Online Instruction & Course Development Cohorts to address accessibility and equity issues. He also spearheaded the [FACT2 Inclusive Teaching Task Group](#) sub-group focusing on implementation of recommendations C3.1 and C3.2 in SUNY's DEI Action Plan. They are actively researching and documenting best practices and framework to aid SUNY campuses and their faculty in the adoption of anti-racist curriculum.

Medical Coding and Billing Assistant Professor Carol Maimone added an assignment to an HIM course for students to study and evaluate diversity and inclusion as it relates to health records. This stimulated some great online discussion amongst students.

Professor Syeda Munaim, Ph.D. proposed a presentation with Professor Renee Adamany on Applied Learning for the SUNY Student Success Summer Summit Conference 2022. Their presentation on *Equitable Student Outcomes and Preparedness: Bridging Interdisciplinary Curriculum Across Campus and Community* has been accepted for presentation this summer.

On April 21, Sarah Wilson-Sparrow attended the Capital Region Employer Resource Network (CRERN) Business Advisory Meeting.

On April 22, Professor Babette Faehmel recorded a podcast on students who are parents, Professor Rae Doyle also joined the discussion.

On April 28, Professor Tamara Calhoun and Sarah Wilson-Sparrow met with representatives from the Schenectady Job Training Agency (SJTA) to discuss the possibility of utilizing the Child Development Associate micro credential for Summer Youth students.

On April 28, Lauren Lankau attended the non-traditional college fair at Columbia High School.

Equal Opportunity Program (EOP) staff continue to advocate and recommend that students attend College events and presentation session promoting and uplifting the voices of marginalized persons; events such as the "Let Your Voice Be Heard" Focus Groups offered by Michelle Ragucci, Director of Academic Services.

Tiombè Farley, Director of Educational Opportunity Program (EOP) met with DEI cohorts to plan for actionable steps and implementation for the Fall 2022 semester..

Heather Lessard, Student Success Manager, and Pam Stiansen, Success Coach, attended the Diversity, Equity and Inclusion (DEI) presentation "What's in a Name?" discussing the importance of correctly pronouncing students' names.

Leanna Liuzzi and Evelyn Maclutsky, Success Coaches, attended a Lumen Belonging series webinar on "Belonging Across Cultures: Honoring Immigrant Identity".

Michael Henderson, Success Coach, attended a meeting of the DEI Plan Working Group which is working to compose the College's DEI Plan, develop a tool to assess the campus DEI climate, finalize an action plan and a timeline, and set forth a communication plan that identifies roles and responsibilities.

Harry Rolle, Success Coach, attended two meetings of the Cultural Heritage Planning group.

TRIO Director Ben DeAngelis participated in the Guided Pathways Institute 5, the capstone event of a multi-year effort. Along with pre-work, the Institute included keynote sessions focused on the concept of Shared Equity Leadership and the way SUNY Schenectady's leaders can highlight equity in the education process. The SUNY Schenectady team also participated in group discussions about paths forward for our own projects and avenues to continue supporting the Guided Pathways model beyond the Institute.

TRIO Director Ben DeAngelis participated in the college's DEI discussion "Let's Talk About It: Neurodiversity." The program included detailed information from faculty and neurodiverse students as well as an engaging discussion among participants to better understand ways to support neurodiverse students and all students.

TRIO completed an initiative to encourage students to apply for scholarships through the SUNY Schenectady Foundation. The initiative, which started in January, included providing regular reminders about the opportunities and upcoming deadlines to students.

The initiative included a TRIO Scholarship Application Open House at which nine TRIO students took part in intensive writing sessions with Academic Specialists to refine their personal statements, important parts of the scholarship applications. The initiative also included promotion of the Scholarship Info Sessions and targeted outreach to all students who had not yet submitted their applications by ten days prior to the deadline.

TRIO Director Ben DeAngelis, along with colleagues on the DEI-Microaggressions working group, completed a proposal for an Intercultural and Diversity Center on campus. The Center would serve as a space for students to build their support network and create collaborations that highlight celebrations of culture. This space can be especially critical for first generation students to gain an understanding of the hidden curriculum of higher education. The proposal has been endorsed by the DEI Committee of the Academic Senate and was presented to the full Academic Senate as an informational item.

Shannon Stone met with Mark Bessette, Assistant Dean of Financial Aid for additional training on Satisfactory Academic Progress and Pursuit of Program regulations as it relates to our FASAP (Financial Aid Satisfactory Academic Progress) Committee.

Michelle Ragucci, Director of Academic Services/Testing Center special assignment, and team lead for one of the Racial Equity DEI professional development groups, participated in the April 29<sup>th</sup> recording of the "Many Voices, One Call" SUNY Schenectady podcast discussing the topic of Racial Equity, together with Professor Babette Faehmel, and Racial Equity Cohort Leader, Dawn Jones.

Marketing and Public Relations (MPR) contracted with a professional photographer, and recruited students and faculty across the campus for a full-day photo shoot in order to obtain new imagery for advertising and the website that depicts a cross-section of our student experience on campus.

MPR held a photo shoot on 4/27/2022. The locations included the Gateway Building, School of Music (SOM) Recording Studio, a class in-session in Stockade 102, the Quad/Fountain area, class in the Center for Science and Technology room 300, and Begley Learning Commons, three classrooms of students, 20 individual students – four from EOP, four faculty, and our Director of EOP participated

Associate Director of Financial Aid Janet Danz, was invited to a First Year Seminar class to engage students in the Financial Literacy Love Languages seminar. This seminar was first hosted to the college community in March 2022 and, due to its success, Janet was invited to present the information to an FYS class. The seminar offered a new way to interpret financial literacy topics and has been well received by our students.

On April 28<sup>th</sup>, Interim Chief Diversity Officer Alicia Richardson virtually attended the SUNY Distinguished Academy Webinar focusing on *Diversity, Social Justice, Critical Race Theory and the Academy*, “a discussion on CRT, intersectionality, and the agency of diversity, equity, inclusion, and social justice in society”. The Panelists included Seth N. Asumah SUNY Distinguished Teaching Professor, Chair and Professor of Africana Studies, and Professor of Political Science - SUNY Cortland and Gretchen Sullivan Sorin, Distinguished Service Professor and Director of the Cooperstown Graduate Program - SUNY Oneonta.

### **Delivering a Meaningful Student Experience**

Associate Professor Megan Hall created a series of Brightspace/D2L training videos to help faculty migrate more easily from Blackboard to the new learning management system. She will replicate this training in the Teaching and Learning Center on May 6 & 25.

During the first week of April, Part-time Reference Librarians Jennifer Gbur and Faye Starman hosted several National Library Week activities. The week included a virtual trivia game, workshops on how to use the library, a book swap and a “How Many Books Does the Library Have” guessing contest. The library has 42,348 books. The winning guess was 42,600.

On April 3, Associate Professor Allyson Keyser, D.M.A. performed as Principal Trumpet in the Capital Region Wind Ensemble Concert.

On April 4, Director of Library Services Jacquie Keleher attended a SUNY-wide webinar for Academic Video Online (AVON). AVON is a comprehensive video subscription service which the College will gain access to in July of 2022.

On April 4, Lauren Lankau and Sarah Wilson-Sparrow met to work through an Apprenticeship Direct Support Professional curriculum development application.

On April 4, 57 students began a Customer Service Training through their employer in partnership with the Employer Resource Network and SUNY Schenectady funded primarily through a CFA grant awarded to SUNY Schenectady.

On April 5, Lauren Lankau and Sarah Wilson-Sparrow met with Hudson Valley Community College to discuss SUNY apprenticeship program development.

On April 5, Research and Instruction Librarian Caroline Buff presented a virtual session entitled “Teaching Information Literacy with Conspiracy Theories” to the Capital Area Library Assistants Interest Group. Electronic Resources and Collection Development Librarian Giovannine Matheron, Part-Time Librarian Matthew Montalbano and Senior Library Clerk Shari Cuomo all attended.

On April 5, met with Bergen Community College in Paramus, NJ, NYSDOL and SUNY Apprenticeship to discuss apprenticeship programming best practices.

On April 5, Lauren Lankau, Dean Abrahams, Professor Adamany, and Sarah Wilson-Sparrow met with representatives from the Schenectady ARC to discuss the development of a Direct Support Professional Supervisor program.

On April 5-6, Instructor Michelle Garretson attended *Seizing Success—The Empowered Educator Online Conference*. Sponsored by Cengage, this conference offered peer-led sessions on strategies for building connections with students.

On April 6, Director of Library Services Jacquie Keleher attended the “Spotlight on SUNY Libraries: Embedded Librarianship” webinar which highlighted the structure, challenges and successes of an online embedded librarian program at Erie County Community College. This session focused on creating an efficient and sustainable embedded librarianship model.

On April 6, 6 students successfully completed an employer funded TNA to CNA class.

On April 7, Lauren Lankau, Dr. Rota, and Sarah Wilson-Sparrow met with representatives to review training curriculum program.

On April 7, 21 and 28, Lauren Lankau and Sarah Wilson-Sparrow met with SUNY Apprentice and NYS DOL to discuss apprenticeship program development across NYS.

On April 7 and 21, Sarah Wilson-Sparrow attended the statewide Workforce Development meeting which includes workforce arms of NYS community colleges.

On April 11, Lauren Lankau and Sarah Wilson-Sparrow met with Fulton-Montgomery Community College and Nathan Littauer Hospital to discuss the development of multi-title apprenticeship programs in their hospital system.

On April 13, Lauren Lankau and Sarah Wilson-Sparrow met with Fulton Montgomery Community College and Healthcare Association of New York State (HANYYS) met to discuss a group application for hospital systems

On April 13, three EKG students completed their course and qualified to sit for the NHA CET exam on April 15, 2022. One student passed the exam, two will take it at a later date.

On April 20, Sarah Wilson-Sparrow met with SUNY Empire to discuss partnership and transfer alignment in non-credit programs.

On April 21, we offered a 3 hour workshop to Police Officer Candidates preparing them for their upcoming Physical Abilities Test.

On April 26, twelve students successfully completed an employer funded TNA to CNA class. Eight of these students have also completed and passed the NYS CNA Certification exam.

On April 11, Instructor Shalini Varma (temporary, full-time) took Microbiology students on a field trip to the Dairy Processing Center at SUNY Cobleskill. Students saw the farm, observed the milking process and the toured the incubation center for development and processing of dairy products like milk, cheese, and yogurt. Students saw how the facility is sanitized and cleaned to uphold the FDA standards and saw the equipment used for pasteurization and developing of milk, yogurts, and cheeses.

On April 11 & 17, Associate Professor Allyson Keyser, D.M.A. selected music and coached the student brass quintet through their dress rehearsal for a paid Easter gig at First United Methodist Church in Schenectady, NY. She also gave an Easter performance at the Church of St. John's and St. Mary's in Rensselaer, NY.

On April 14, Collection Development & Electronic Resources Librarian Giovannine Matheron attended a virtual meeting of the Capital District Library Council Research and Instruction Interest Group focused on Young Adults and Mental Health. She also participated in the Long Night Against Procrastination later that day, by co-hosting the "Eye Spy Spring" activity with Part-Time Reference Librarian Faye Starman in which students were asked to explore the second floor of the Learning Commons and spy for felt flowers.

On April 14, the SUNY Schenectady School of Hotel, Culinary Art and Tourism held their 13th Annual SUNY Schenectady Spring Culinary Classic. The school hosted four student competitors from SUNY Schenectady, and five student competitors from SUNY Delhi. This competition was a sanctioned competition by the American Culinary Federation, the standard of excellence for chefs in the United States and throughout the world. The lead Judge for this event was Chef Michael Stamets CEC, the Associate Dean of Hospitality and the Culinary and Event Center at SUNY Broome. Other judges included Chef Victor Sommo CEC, and Chef William Hohenstein III CEC. This was a fantastic opportunity for students to hone their skills, enjoy comradery with students from another program earn ACF sanctioned gold, silver and bronze medals based on a 0-100 grading scale.

During the week of April 18, Liberal Arts Dean Eileen Abrahams attended several sessions of the *Creative Placemaking Leadership Summit*, which took place in Schenectady, NY. She gathered ideas and inspiration for developing the Art program and for creating an interdisciplinary discussion series focused on arts & the community. Both the Art program and the discussion series will be held at The Gallery at 13 State Street (located inside the YWCA building).

On April 18 & April 25, the School of Hotel, Culinary Arts and Tourism hosted a pizza pop-up prepared and served by Chef Rain O'Donnell's Mobile Food Service 101 class. This was a great opportunity to support our Culinary Arts students while they practice what they've been learning all semester and enjoy a tasty lunch!

On April 19, Dr. Joseph Han was appointed as the new full-time Choral Director in the School of Music. He will begin in August 2022 and brings outstanding academic and professional credentials to the College.

Anna Westerman and Mitzi Espinola attended the Guided Pathways Institute 5 Capstone Conference on April 20-22<sup>nd</sup>.

On April 22<sup>nd</sup>, Associate Professor Richard Simons, Ph.D. invited his BIO 141 students to join him on the bike path to learn how to do the procedures required for the *Invasive Plant Species* Laboratory.

On April 23, CSTEP Director Lorena Harris, Ph.D. brought CSTEP students and friends of CSTEP to participate in the City March for Climate held in downtown Schenectady, NY.

On April 25 and 27, the School of Music presented Guitar and Bass recitals and Winds and Strings recitals that provided students with invaluable performance experience. Multiple faculty members participated.

On April 26, The Business Ambassadors Club that Professor Matthew Farron mentors hosted a discussion panel/luncheon with Capital Region entrepreneurs that are all SUNY Schenectady alumni.

Karyn Raney volunteered to have an advising table at the SUNY Schenectady Block Party on April 27<sup>th</sup> to assist students with planning for summer and fall registration.

On April 27, the School of Music also presented the student Jazz Combo concert under the direction of adjunct Brian Patneaude. This was another fabulous opportunity for students to participate in a live performance.

On April 27, Lauren Lankau, Dr. Rota and Sarah Wilson-Sparrow met with Professor Lorena Harris to discuss the possibility of establishing an apprenticeship program in the Biological Technician trade title.

On April 27, four Phlebotomy students successfully completed their course and are scheduled for internships in early May.

On April 28, Sarah Wilson-Sparrow met with representatives from the Project Management Institute. This organization seeks to “upskill students with key digital skills to prepare for the future.”

Ten LPP students were selected to attend the 19th Annual Empire Promise Youth Summit on April 27 and 28. The two-day virtual event includes a Keynote address from critically acclaimed author, World-renowned speaker, educator and pastor, Eric Thomas, Ph.D. Other workshops include Healthy Eating, Meditation and Mindfulness, an interactive Career Cluster workshop and Panel discussion, Conflict Resolution and AmeriCorps Service Opportunities. Dale Miller, Director of Institutional Research, continued to distribute weekly enrollment roster reports to track summer and fall enrollment.

The Spring 2022 webinar series continues. Recordings are made available to faculty in the Blackboard Organization: Resources for Faculty for Online Education. This semester the series works in conjunction with the interim CDO’s DEI series to maximize the effectiveness of our efforts. The final spring session webinar was entitled “Using Ally to be an Instructional Ally”.

This month, Medical Coding and Billing Assistant Professor Carol Maimone was directly connected to the Dean of Health Information Management at Onondaga Community College by Vice President of Workforce Development Sarah Wilson-Sparrow to begin discussion on a possible articulation agreement. She also held a second coding workshop for coding students



onsite in the Learning Commons classroom. The students really enjoyed this optional workshop and asked great

Tiombè Farley, Director of Educational Opportunity Program (EOP) and Dr. Hamin Shabazz, Chief of Staff attended the SUNY Norman R. McConney Award ceremony in Albany, NY in supporting and congratulating our SUNY Schenectady's EOP student award recipient Kellissa Dasilva for her academic achievements.

Margaret Anne Williams arranged for an "Advisor in Residence" for the University at Albany on April 5, SUNY Delhi and The College of Saint Rose on April 6 and April 20, Siena College, SUNY Oswego, and Russell Sage College on April 7, and Maria College on April 5<sup>th</sup> and April 27<sup>th</sup>.

Tiombè Farley, Director of EOP, and staff participated in Long Night Against Procrastination (LNAP) and provided food, games, and academic support to students.

Ruby Roberts, EOP Retention Advisor conducted three EOP workshops in person and online and held two EOP Club meeting.

Liberty Partnership Program (LPP) staff delivered an Earning & Learning workshop to High School students. Learning outcomes included: 1) Understanding the connection between post-secondary education and earning potential; 2) Identifying various types of degrees and certificates; 3) Exploring various career paths and their educational requirements and 4) Evaluating the costs associated with post-secondary education.

Liberty Partnership Program (PP) took a group of 22 high school students to visit Utica College in April including attending an information session and meeting with representatives from HEOP and C-Step before our tour of the campus and connecting with LPP staff at Utica College.

Mentors and mentees in the STARs Peer Mentoring Program attended a field trip to the Girls Inc. Ropes Course where they were challenged to complete various physical tasks and team-building exercises.

Dale Miller attended the Guided Pathways Institute 5 conference, worked with IT to determine the next steps for the data dashboards on the College portal, and provided data for the federal Higher Education Emergency Relief Fund (HEERF) Annual Performance Report submission.

Heather Lessard worked with Mitzi Espinola, Assistant Director of Advising and Retention, and Laura Sprague, Director of Admissions, to plan New Student Registration Days for May for the Fall 2022 semester.

Success Coaches participated in New Student Registration Days along with Admissions and Academic Advising on April 5, 6, 8, 11, 13, 15, 18, 19, 20, 21, and 22, including one day specifically for School of Music students. New students received a tour, learned about connecting with faculty, staff and support services, successfully logged into their college email account, received information about additional scholarship funding, completed the My Survey to

Success needs assessment, and completed the course selection and registration process with their academic advisor.

Heather Lessard managed the referral workflow for the My Survey to Success and coordinated Success Coach outreach for all newly registered new students for Fall 2022.

Success Coaches attended the Long Night Against Procrastination where they offered four sessions of a fun Jeopardy game and hosted the Organization Station, where supplies were offered to students.

Success Coaches completed “Finish Strong” outreach and communication with a cohort of students completing their first semester, and a cohort of students who are presently on an academic warning status who require additional assistance for academic success. The focus of the student outreach is to continue communication as part of a multi-point outreach plan which encourages students to take advantage of services and guidance available in the Student Success Center.

Heather Lessard, Success Coach Manager, attended an FASAP Committee meeting to review appeals for the summer and fall terms.

Evelyn Maclutsky, Success Coach, coordinated the needs of the Student Emergency Fund, including communicating with students to discuss application procedures and documentation requirements.

Success Coach Leanna Liuzzi coordinated the Foundation Scholarship program. She reached out to students who have started, but not completed their applications, provided information to the selection committee, provided two information sessions, and met with students with scholarship questions.

Heather Lessard, Success Coach Manager, collaborated with members of the ReaCH Data Committee, Dale Miller, Director of Institutional Research, Beth Anne Horning, Research Analyst, and Mary Silvestri, Testing Center Coordinator, to configure and implement the end of semester student survey.

Leanna Liuzzi visited the Pathways in Technology (P TECH) classroom each Monday to check in with students, reviewing their progress in courses and addressing unresolved Starfish flags and referrals.

Success Coach Manager Heather Lessard worked with Pam McCall, Director of College and High School Partnerships on items associated with the IREPO grant, including final steps of procuring staff equipment.

The College and School District Partnerships office is currently in the planning stage for the Smart Transfer Career Exploration sessions with Lauren Gaugenti.

Career Services completed a review of Career Exploration and Development software and systems to ensure alignment with student need and provided EOP and TRIO workshops on First Impressions and Job/Internships search.

Staff from Career Services attended Guided Pathways meetings, participated in Guided Pathways Cohort 2 Institute 5, and provided Career Development Workshops and Linked In headshots during the School Spirit/Block party event.

TRIO continues to offer the TRIO Café series which features weekly online gatherings to connect with students, discuss resources, troubleshoot challenges, and encourage use of campus and community support systems. This month's topics included Planning for Finals, Study Tips, and Course Comprehension Techniques.

TRIO served as a co-host of the Long Night Against Procrastination, a program encouraging late night studying, tutoring, and access to college services. To improve student access to college services, TRIO initiated a new model of engaging activities wrapped around service information. TRIO's "UNO, dos, TRIO" table featured the popular card game UNO and created opportunities for students to apply for the TRIO program. Ten other student services took part in the program, which was attended by 15 TRIO members and nearly 100 students in total (2.3).

TRIO collaborated with EOP to offer a three-part series focused on career development opportunities for students. Sessions focused on sharing information about professionalism, job searches, resumes, and cover letters – and were offered both in-person and online. Dawn Jones, Assistant Director of Career Services, served as a featured guest delivering detailed information about resources available through her department, and critical ways to build skills and marketability to improve job prospects (2.3; 2.5).

TRIO partnered with Sarah Wilson-Sparrow, Vice President of Workforce Development & Community Education (WFD&CE), to present "Opportunities through Workforce Development & Community Education" to TRIO and EOP students. Ms. Wilson-Sparrow's presentation highlighted additional trainings and courses students can take to build their resume and establish eligibility for particular careers. The session also included a detailed exploration of the fun and interactive courses that students and their families can access through WFD&CE as well as financial support opportunities that can be critical in enabling student success.

Michelle Ragucci, Director of Academic Services/Testing Center special assignment, along with Ben DeAngelis (Director of TRIO), Mary Silvestri (Interim Student Activities Coordinator), Jacquie Keleher-Hughes (Director of Library Services), and Robyn King (College Counselor), planned, developed, and executed a successful Long Night Against Procrastination student event held on Thursday, April 14th. Students were invited to take part in late-night studying and tutoring, participate in numerous activities hosted by nearly every office on campus, interact with Interim Chief Diversity Officer, Alicia Richardson who conducted "Let's Talk about DEI" open chats and mosaic activity, and received additional late-night support. The intent of this event is to re-energize students and motivate them to finish the semester strong, as well as aiding in the College's retention efforts and to reduce student melt.

The new fitness court concrete slab has been poured, and final artwork for the court has been approved. A press event was held on Wednesday, April 20.

#### COVID Response:

SUNY Schenectady has had reports of 10 COVID-positive individuals in April 2022 from a combination of campus pool testing and rapid home testing. Anecdotal reports indicate that symptoms were commensurate with a mild to moderate cold virus.

#### **Supportive Counseling:**

Robyn King was involved in the following activities relative to enrollment: She served on an ad hoc committee to review applicants for the online delivery of mental health services. She also volunteered at the College's bi-annual LNAP celebration to kick off students as they complete their final exam projects and preparation. As the current coordinator of the Food Pantry data shows 1,767 visits from September 1, 2021 through April 15, 2022 with 622 people fed over the same time interval.

#### **Financial Aid:**

Mark Bessette and Janet Danz visited Schenectady High school for a FAFSA completion event on April 14, 2022. This event serves to increase college readiness and connection with SUNY Schenectady from regional high schools. In collaborating with the Schenectady High Guidance Office, the financial aid staff assisted students in completing the FAFSA for the 2022-23 academic year. 23 students attended, 18 of which plan to attend SUNY Schenectady in Fall 2022.

April was Financial Literacy month. In addition to the FYS seminar, Janet Danz, Associate Director of Financial Aid led multiple events throughout the month of April. These events included:

- Financial Literacy Trivia during the Long Night Against Procrastination (LNAP) event
- Financial Literacy Trivia was conducted at the Learning Commons each Wednesday. 10 to 20 students attended each event and a survey was completed by each participant. The feedback was positive and students felt less intimidated by financial literacy topics after participation.
- The Financial Aid Office also partnered with Student Activities Coordinator to post #FindItFridays where information about what important documents students should find and keep in a safe space to avoid costly duplicates.
- #MealPrepMondays, host each Monday in the month of April, was an event that shared affordable grocery items that are healthy for students to consider if sticking to a budget, were posted to social media. In conjunction with #MealPrepMondays, the Financial Aid office created and partnered with Robyn King and the Food Pantry to distribute recipe booklets that included the affordable ingredients posted to social media. At the end of April, the Financial Aid office raffled off three prizes to student who interacted with the National Financial Literacy Month initiatives.

## Building Organizational Effectiveness

On April 4, Maria Kotary and Sarah Wilson-Sparrow met with Professor Larkin regarding a Culinary training program designed for a variety of hospitality organizations in the Capital Region.

On April 5, Dr. Gooch, Karen Tanski, Laura Sprague, and Cindy Zielaskowski and Sarah Wilson-Sparrow met to discuss marketing strategies and progress in the Supply Chain Management degree program and Global Business & Transportation micro-credential.

On April 5, School of Music Dean Christopher Brellocks, D.M.A. met with Jean Leonard and Philip Morris from Proctor's Theatre to discuss possibilities for SUNY Schenectady students.

On April 11, Associate Professor Kimberly Otis presented "Neurodiversity" as part of the campus-wide *Let's Talk About It* series.

On April 13, Director of Library Services Jacquie Keleher attended a virtual meeting of SUNY Community College Library Directors.

On April 15, the School of Music hosted an audition day for prospective students and partnered with the Student Success Coaches who offered a one-hour orientation session tailored to their specific concerns.

On April 15, Sarah Wilson-Sparrow met with the curriculum committee to promote an updated articulation agreement of 12 credits for Brewer/Distiller Apprentices in the Brewing or Distilling programs at the college.

Chief Diversity Officer Alicia Richardson and Teaching and Learning Specialist David Wolf finalized [a report outlining how developing a quantified professional development system](#) with badging and a dashboard can both increase faculty engagement in DEI training and simplify faculty review of professional development. Implementing this system is expected to increase engagement through incentivizing professional development training. A greater awareness of practices that influence student success, like accessibility, instructional design and inclusion will yield a more inclusive campus.

Marketing has built a reporting structure and begun implementing tracking codes on all digital clickable advertising in order to test creative, monitor campaign effectiveness, and measure marketing efforts connected to the budget.

- Digital ads and geofencing promoting the summer semester launched on 4/11/2022
- Marketing partnered with Upside Collective to develop new video spots for use in advertising and on the college website. These new spots are intended to raise brand awareness of the college, the programs we offer, and demonstrate our student experience that sets us apart from other higher ed institutions in the region.
- :15, :30, and :60 tv spots began running on Spectrum broadcast news, select streaming channels, and OTT on 4/25/2022
- The :15's and :30's will run on WXXA and WTEN beginning on 5/2/2022, including placements during the NBA Playoffs/Semifinals and select MLB games (including two Yankees vs Red Sox games, and the All Star Game)

- There are (6) :15 spots that highlight the following programs: Aviation, Biotechnology, Business, Craft Beer Brewing, Culinary Arts, and the School of Music
- (2) :30 spots and (1) :60 spot cover all six programs
- Outdoor transit ads on CDTA buses, interior bus panels, and bus shelters begin on 5/15/2022 and will include vanity URLs and QR codes

Tiombè Farley, Director met Heather Lessard, Student Success Coach Manager implementing Starfish for EOP to sign in and select a service. This will allow for data informed collection and programming.

Tiombè Farley, Director of EOP met with Janet Danz, Associate Director of Financial Aid receiving training and review of eligibility of new EOP applicants.

Student Success Center staff attended various meetings to keep informed and maintain relationships across campus including: division meetings and Academic Senate.

Heather Lessard met with Tiombè Farley, Director of EOP, to discuss onboarding the EOP office to Starfish.

Heather Lessard met with success coaches to complete Performance Evaluations and set goals for the upcoming year.

Heather Lessard and Leanna Liuzzi attended the ATD Dream Next Steps meeting, as a follow up to the Dream conference attended in February.

Evelyn Maclutsky, Pam Stiansen, and Michael Henderson participated in Guided Pathways Institute 5 sessions including the SUNY-wide Keynote address and a session titled “Implementing a campus-wide Professional Learning Framework.”

Heather Lessard met with Starfish consultant, Michelle Beatty, and the SUNY Schenectady Starfish Team (Al Zielaskowski, JP Ciejka, Steve Seibert, and Anna Westerman) for their monthly check-in meeting and attended a Brightspace webinar.

TRIO Director Ben DeAngelis will attend the US Department of Education’s Priority 1 Training for TRIO staff April 28-29. The two-day session, hosted by Colorado State University’s Access Center, focuses on Evaluation, Recordkeeping and Reporting Student/Project Performance for TRIO projects.

TRIO Director Ben DeAngelis participated in the Guided Pathways Institute 5 where he attended a session focused on Implementing a Campus-Wide Professional Learning Framework. This session introduced innovative strategies to spur professional development that impacts student outcomes. In recognition of the challenges that faculty and staff face, some of the techniques focused on shortened sessions, shareable videos, and mini-credentials that encourage participation in stackable sessions.

TRIO Director Ben DeAngelis participated in a series of training sessions to better understand the Brightspace LMS. These included fireside chats about personalization and evaluations,

trainings about user interface and communication tools. Recorded versions of the sessions have been disseminated to all TRIO staff. This is critically important as the college will be switching to the new LMS next month and students in our program may need comprehensive guidance on the topic.

The Office of Human Resources is currently recruiting for 10 full time professional vacancies, 7 full time faculty vacancies, 6 part time professional vacancies, 2 CSEA full time vacancies and 1 CSEA part time vacancy.

The Office of Human Resources assisted in onboarding one full-time and three part-time new hires.

The Office of Human Resources continues to send updated information regarding COVID positive cases to the College community as well as updated guidance and updates impacting employees.

The Office of Human Resources most recently sent out a communication to all employees that have submitted their booster status for the College's COVID-10 Booster incentive. The first incentive was paid out in the April 29, 2022 paycheck. The incentive payment will be available until July 1, 2022 for any employee that has not already sent proof of their booster status, and is seeking to qualify for the booster incentive. Employees who disclose their boosted status to the Office of Human Resources between April 16, 2022 and July 1, 2022 will receive the booster incentive payment in their July 22, 2022 paycheck.

SUNY Schenectady was recently approved as a Member Company of CAP COM. HR looks forward to making new benefits available to employees as a result of this membership, including access to free and informative financial webinars.

#### Welcome Center

- Vendor working on running new connection to main IT network
- 13 State Street
  - Work continues with vendors and contractors for the networking portions of the project.
  - Additional work on IT closets in the basement continue before equipment installation takes place.
- Distance 2 Learn, BrightSpace LMS
  - Faculty, Staff, Student SUNY Global ID
  - New global ID system integrated with our Banner
  - Sync to our network login account working
  - Work continues with SUNY for interface to enable seamless access to the new LMS Brightspace
  - New portal provides simplified look and usage.
  - Continuous upgrades to servers to stay ahead of possible hacker intrusions
- Bookstore ID card system
  - Upgrade to existing system in progress to correct errors in the ID card creation system

- Upgrade will resolve some ongoing issues and provide a redundant backup capability

Construction of the new Welcome Center continued in April as our contractors began work on removal of the old HVAC and electrical infrastructure. New walls for the Admissions Office and Welcome Center were constructed and the transition of the fire alarm and security camera systems to the new IT closet began. The project is on track for completion by July 22<sup>nd</sup>.

The Begley Hall lobby restroom construction project continued. The County and our contractors solved problems discovered with the original wastewater lines located under the building slab that had deteriorated. With this problem resolved, construction resumed on this project which is anticipated for completion over the summer.

In early April, the College took possession of 13 State Street. Renovations included a new hardwood floor in the former gymnasium, new gender neutral and single sex restrooms, enclosure of a large meeting space and a large open area. This space will be furnished for use over the next few months.

The County released a second request for bids for renovations to the CST Chemistry Lab. This revised call for bids requested separate estimates for the main lab renovation and the instrument room. It is anticipated more vendors will submit bids for this project.

Our contractors began preliminary work to receive the new campus-wide generator. A main campus power interruption is planned for Saturday, May 21<sup>st</sup>; with a rain date of Saturday, May 28<sup>th</sup>. During this time there will be no power to the main campus and there will be some interruption of IT services.

All of the College's 2022-23 Capital Projects were approved in the New York State budget. Conversations on the start of these projects is underway with our County partners. The total value of these projects is \$5.8 million. Projects include:

- Property Acquisitions - \$3.3M
- Stockade Student Service Center - \$1M
- Stockade Lecture Center & Technology Upgrades - \$500K
- Fire Alarm System Upgrade - \$350K
- Stockade Hall Mechanical Equipment - \$200K
- Culinary Kitchen Air Handler Replacement - \$120K
- Parking Lot Emergency Phone Replacement - \$110K
- Facility Master Plan Update - \$100K
- Lecture Center Critical Maintenance - \$50K
- Campus-wide Wireless Access Points - \$50K

The College's 2023 Capital Project request is under development with our partners from Schenectady County. A list of potential projects will be discussed with County leadership during May and a formal request prepared for Board consideration in June.



The Foundation continues to work to refine the scholarship program to maximize funding available to support the student experience.

- The scholarship application for returning students closed on April 22, with 211 completed applications, with a 15% increase in the number of applicants.
- Vice President McIllduff continues to work with partners in Indonesia on school tours, arrangements for culinary demonstrations, and MoU signings to take place during the delegate visit between May 21-June 5, 2022.

### **Ensuring Financial Sustainability and Self-Sufficiency**

On April 1, Associate Professor Allyson Keyser, D.M.A. (Trumpet) presented a workshop on Audition Preparation, College Readiness, and Performance Anxiety to orchestra and band students at Niskayuna High School.

On April 5, School of Music Dean Christopher Brellochs, D.M.A. introduced Adjunct Instructor Dylan Canterbury (Percussion) as he led the SUNY Schenectady School of Music Jazz Ensemble in a performance for Food For Thought & All That Jazz.

On April 5, SUNY Schenectady hosted the 30th Annual Food for Thought and All That Jazz fund-raising event, which raised over \$87K. The faculty, students and staff who participated did a fantastic job. It was a total team effort, and the students learned a great deal. What a wonderful experience! Everyone worked extremely hard with special thanks to Professor John O'Connell and Chef Adam Foti for working with Vice President of Development and External Affairs, Stacy McIllduff since early November to create an exceptional evening for all who attended. John did an amazing job orchestrating all aspects of the front of the house, and Adam did a brilliant job in providing a modern twist to a 1927 Van Curler Hotel menu and turning it into something truly magnificent!

On April 5, Lauren Lankau met with the administration of Teresian House Assisted Living to discuss developing a CNA apprenticeship program.

On April 5, Lauren Lankau met with Mayda Gonzalez-Bosch, Associate Dean of Healthcare Studies at Bergen Community College along with members of MVCC, SUNY System and the Department of Labor, to learn more about administration of their apprenticeship programs.

On April 8 and 22, Sarah Wilson-Sparrow and other SUNY Schenectady colleagues attended the Strategic Enrollment Management meeting to discuss ways in which we can collectively improve enrollment at the college.

On April 11 and 25, Lauren Lankau, Dr. Rota and Sarah Wilson-Sparrow met with the Office for People with Developmental Disabilities (OPWDD) to discuss a partnership agreement on the professionalization and expansion of the Direct Support Professional role across the state as well as other roles overseen by the OPWDD.

On April 12, Dr. Moono, Dr. Rota, and Sarah Wilson-Sparrow met with C4 partners, Columbia-Greene Community College, Fulton-Montgomery Community College, and SUNY Adirondack to discuss a renewed SUNY Grant application.

On April 13, Lauren Lankau, Dr. Rota and Sarah Wilson-Sparrow met with National Grid to discuss Project C which “is a program designed to transcend convention and Create a more equitable future ... for every Customer, in every Community we serve. In Collaboration with the people of New York State, Project C will inspire positive Change — from neighborhood beautification to workforce development — now and for generations to come.”

April 14, 19, and 26, C4 Grant Team met to initiate a second application for cannabis related programming support in the Capital Region and Mohawk Valley.

On April 14, 18, and 21, Dr. Rota and Sarah Wilson-Sparrow met with Onondaga Community College and several other SUNY Community Colleges to discuss partnership on the Strengthening Community Colleges grant.

On April 26, Dr. Rota and Sarah Wilson-Sparrow attended the Mobile Units pre-bid meeting with other SUNY Schenectady representatives to field questions from prospective bidders on the Mobile Unit Request for Bid.

Mr. Miller collected data for grant applications for Workforce Development and Air Traffic Control and provided enrollment and Full-Time Equivalent data to the Assistant Vice President of Administration for financial analysis.

Michelle Ragucci, Director of Academic Services/Testing Center special assignment/Perkins Grant Officer, completed the 2021-22 Perkins Grant Budget Amendment to seek funds to purchase enhanced training for advisors and coaches, laptops/tablets for student use, supplies for the Medical Billing & Coding program, supplies and support for students with disabilities, and to provide additional tutoring hours and materials to students.

Tiombè Farley, Director of EOP, is completing the EOP Summer Budget Plan and projecting the expenses, instructors, and materials needed to provide robust and meaningful summer programming for students.

Liberty Partnership Program (LPP) is collaborating with the College & High School Partnerships and C-Step offices on Schenectady City School District's ELT and Community School Partners grant application to provide extended learning opportunities for the district's 4th and 5th graders at SUNY Schenectady.

Heather Lessard researched and collaborated with Perkins project and activity directors to reallocate budget items for the current year.

Heather Lessard, Project Director of the Title III grant, met with Activity Directors to discuss activity status, communicated with the external evaluator as needed, and consulted with Amiee Warfield to review the budget.

In mid-April, the 2022-23 New York State Budget was passed. Highlights of the budget included:

- Implementation of a State Funding “Floor” for community colleges; which provides State support which is equal to or greater than the amount of State support received in FY 2021-22.
- Elimination of the Excelsior Tuition Lag; which increases Excelsior Program tuition to actual charged tuition rates
- Expansion of the Part-time Tuition Assistance Program (TAP)
- \$53M in direct tax support for salary & benefit costs of hiring new full-time faculty at both State operated and community colleges
- \$6.1M in additional direct State tax support for the Educational Opportunity Centers (EOCs)
- \$3.9M in additional direct State tax support for the Educational Opportunity Programs (EOPs)
- \$60M in support for non-recurring strategic investments in SUNY campuses; including community colleges. These funds are for improving academic programs, improving enrollment, enhance student supports and modernize operations.

The College’s proposed 2022-23 Operating Budget development is underway. We anticipate it will come for Board consideration during the June 2022 Board of Trustees meeting.

The Foundation continuously builds and draws upon the strength of the Foundation Board members as advocates for the College:

- Vice President McIlduff met with Ken Countermine to begin planning for his transition to Board Chair in September 2022.
- Stewardship Officer Senneca hosted a meeting with Jim Basil, Foundation Board prospect and scholarship donor.

The Foundation is creating a bold, new, positive case for growing flexible funding to support our students:

- Foundation staff have attended several webinars to increase our knowledgebase and help us respond to short- and long-term solicitation and donor trends:
  - *SUNY CUAD Alumni Engagement Forum, Annual Giving Forum, Blended Gifts Forum, Marketing & Communications Forum, University & Advancement Events Forum*
  - *Donor Relations Guru Live Q&A*
  - *Institute of Nonprofit Leadership and Community Development University at Albany: Speak Like You Mean Business by Dale Klein*

The Foundation is working to increase fundraising effectiveness to grow 5% annually by engaging alumni, businesses, and the community:

- The Foundation utilized ViewSpark and Constant Contact to send the following communications:
  - April alumNEWS to (16,611) alumni (24% open rate);

- April Email to (1,229) friends and community members (35% open rate);
  - College's LinkedIn has (25) new followers and (248) page views in April;
  - Times Union Native Advertisement, (50,974) local impressions;
  - Earth Day CLYNK video by Robyn King sent to (639) donors (11.5% open rate);
  - Personalized food pantry / Learning Commons videos for two donors; and
  - Personalized videos from student music recitals to their scholarship donors.
- *Food for Thought & All That Jazz* raised **\$87,500**, surpassing our goal by \$12,500.
  - The Foundation was pleased to unveil the new name of the confections lab at Mill Lane as the ***Joan R. Dembinski '10 Chocolate and Confections Lab***.
  - In April, 20 birthday cards, flowers, and phone calls were sent to generous alumni and donors.
  - Stewardship Officer Senneca held a meeting with scholarship donor Stephen Piorkowski '15 to discuss additional scholarship support for students with disabilities.
  - Stewardship Officer Senneca organized a special lunch with Dean Brellocks and major donors, Ron and Kathy Cooke.
  - Stewardship Officer Senneca held a lunch with scholarship owner, Judi Merriam, to talk about endowing her scholarship.
  - Stewardship Officer Boink hosted a Casola Dining Room lunch with alumni, Juliano Febo, Samantha Williams and Val Boyle to talk about feature stories for our "Powered Up" marketing and creation of a working alumni committee.
  - Stewardship Officer Boink met with alumna Kristine Moore to talk about a feature story for the "Powered Up" marketing campaign and to join the working alumni committee.
  - Stewardship Officer Boink facilitated the Foundation's participation in the "Long Night Against Procrastination" to support students and gain first-hand understanding of potential opportunities for involving corporate volunteers.
  - Vice President McIlduff hosted a Casola Dining Room lunch to introduce President Moono to the new Regional President of Keybank, Fran O'Rourke, as well as Laura Dehmer, their new Director of Community Engagement.
  - The Foundation submitted a \$5,000 unrestricted grant proposal to Network for Good.
  - A grant application submitted by Stewardship Officer Marianne Senneca to the Seymour Fox Memorial Foundation was awarded **\$5,000** for the food pantry.
  - Vice President McIlduff met with scholarship donor and alumna Vicki Barber to discuss her continued scholarship support and potential Keystone Society involvement.
  - Vice President McIlduff has reconnected with Jason Van Curler to reschedule the Van Curler family reunion and discuss establishment of a Van Curler family scholarship.

Marketing and Public Relations cultivates media engagements and responds to media inquiries to build a positive reputation for the college and develop brand awareness. Public relations, when used in concert with paid advertising, provides increased impressions in the community.

- 12 media engagements for April, spread across a press conference, print/online news articles, and television news coverage

### President's Outreach

Unveiling of the New Confections Lab naming took place on April 8<sup>th</sup>.

On April 19<sup>th</sup>, students joined me to have Wraps with the President. Wraps with the President is an opportunity for students to speak freely about their experiences around campus every day. Although only a few students showed up, they shared their ideas/frustrations, etc., of which I passed along to the Leadership team for their thoughts, ideas and action.

Senator Jordan joined me for lunch and a tour of the campus on April 19<sup>th</sup>.



SUNY Board of Trustees held a public hearing on April 19<sup>th</sup>, of which I attended.

April 20 at 10:00AM the College hosted the Fitness Court Press Conference by the sports field adjacent to the West lot. Along with Dr. Moono, the following dignitaries were in attendance: Stacey Barss, Chris Del Vecchio, President and CEO, MVP Health Care, Dr. Greg Dewy, President, Albany College of Pharmacy and Health Sciences, Daniel Lynch, Deputy Executive, Albany County, Dorsey Applrys, Chief City Auditor, City of Albany, Mayor Gary McCarthy, Mayor and Mayor Patrick Madden, Mayor, Troy, NY.



On April 22, our International Students hosted an international gala in the Van Curler Room. I volunteered to take care of the appetizers for them. The event was well attended by over 100 people. Members of the President's Council were also in attendance at the event.

On April 25, I attended the CDTA Gateway Mobility Hub announcement in Schenectady which was attended by United States Senate Majority Leader Chuck Schumer and other legislative dignitaries.



On April 25, I participated in the Schenectady Police Reform and Reinvention Committee Meeting. The meeting was chaired by Schenectady Police Department's Chief of Police, Eric Clifford. Other participants included the Schenectady City Mayor and members of the community.

On April 26, I attended The Chancellor Award for Student Excellence Ceremony that in Saratoga Springs, NY. SUNY Schenectady had a student recognized.



On April 28, Schenectady County Legislator Michelle Ostrelich visited our campus. She was accompanied by County Legislator Sara Mae Pratt and campaign manager Luiz Gustavo Dos Santos. They briefly met with the Dr. Moono before receiving a tour of the College campus and the newly named Joan R. Dembinski Chocolate and Confections Lab.



On April 28 thru May 3, I attended the American Association of Community College Conference along with Board of Trustee's Chair, Ann Fleming Brown, my Chief of Staff, Dr. Hamin Shabazz and Dr. David Clickner, Vice President for Strategic Initiatives. Dr. Clickner and I gave a presentation titled "The Pandemic's Disruption is Helping Us "Be" Our Strategic Plan". The presentation discussed how "Across America colleges continue to navigate critical issues. From advancing diversity, equity, and inclusion to the complexities of change management and the work of effectively meeting students' needs there are no easy ways to move forward. We will provide an overview of how the pandemic's disruption provided us with opportunities to engage the campus community in advancing growth, including a campus-wide diversity, equity, and inclusion professional development program, and is supporting the change process involved in our work to "be" the College's Strategic Plan.