Monroe Community College
STATE UNIVERSITY OF NEW YORK

Executive Summary of Feedback Received from the Policy Portal to the Student Success Policy

Note: Comments represent feedback from four unduplicated employees.

Holistic Student Support

1. A question was raised as to what the Board envisions as being included in a holistic support system. There was a related question as to whether the student support system will be adequately funded given talks of layoffs.

Administrative Response

The College's Vision2027 Strategic Plan, Direction Two: Student Centered College, provides overall goals related to a holistic support system. The Board approved the strategic plan and their Student Success Policy complements the Faculty Senate's role to strengthen student success through shared governance. The Board directs the College's executive leadership to implement the strategic plan. As such, the Provost & Vice President for Academic and Student Affairs charged a committee, including representatives from the Faculty Senate, to develop strategies to implement a holistic student support system.

The Board approves the College's annual budget based upon recommendations it receives from the President to fulfill the college's mission and objectives. The College's budget process is designed to support the strategic plan to ensure adequate funding is provided to accomplish directions and goals including a holistic student support system.

Monitoring Progress

2. One respondent commented that the policy includes student success as having met their transfer intention but this is not included in the Monitoring Progress section of the policy.

Administrative Response

The Board's Student Success Policy states a few examples of monitoring process as indicated by "but not be limited to" because there are many Key Performance Indicators (KPI) and they may change over time. There is currently a KPI to measure student transfer rates. The Board regularly reviews the College's KPIs during scheduled public meeting of the Trustees.

Employee Hiring, Transition, and Evaluation Process

3. A question was raised as to what the board envisions for this new hiring, transition, and evaluation process and as to whether this will require changes to the Faculty Association and CSEA agreements. How will these changes be vetted through shared governance given that the Faculty Association is in the second year of a five-year contract?

Administrative Response

The Board approved the Vision2027 Strategic Plan in 2022. Goal 5.1 of the College's Vision2027 Strategic Plan is to strengthen employee, recruitment, onboarding, retention, technology, training, professional development, and succession planning. The Board's role is to empower the President to fulfill the strategic plan including this goal. The President is responsible for directing the appropriate department to develop strategies to accomplish strategic goals. For this goal, Human Resources is working with appropriate shared governance groups and college departments to implement strategies to meet this goal.

The Faculty Association and CSEA leadership meets with College management including Human Resources on a regular basis to address labor-management matters outside of contract negotiations. If a matter requires contractual changes to the collective bargaining agreements, it would be determined through this process whether a Memorandum of Understanding (MOU) will be issued.

Inclusive Excellence

4. One respondent commented that the goal to eliminate disparities in student outcomes within and across its diverse population is not a realistic goal. There was also a question as to whether resources for this initiative will be available to achieve this goal.

Administrative Response

A Diversity, Equity, and Inclusion (DEI) Plan is currently being developed consistent with Goal 1.1 under Direction one, Together as One, in the College's Vision2027 Strategic Plan. The Board of Trustees approves the College's strategic plan and annual budget. The draft DEI Plan supports the strategic plan with strategies towards eliminating disparities in student outcomes for historically excluded students. The approach is multifaceted including improving access and outcomes, expanding community partnerships, enhancing campus climate and expanding DEI in teaching, learning, and curriculum. As with all strategic directives, Key Performance Indicators (KPI's) will be established to measure and evaluate progress towards this goal and communicated with transparency.

Stakeholder Engagement

5. A question was raised as to why the policy defines student success prior to completion of a college-wide committee who has been working on creating the definition of student success.

Administrative Response

The MCC Board of Trustees is a policy governance body—it establishes the "end" objectives and leaves to the College President to manage operations to achieve those ends. The Board approved the Vision2027 Strategic Plan which contains the key measures of student success, including their intentions for enrollment, and these metrics (KPIs) were used to inform the development of the Board's Student Success Policy. Based on stakeholder feedback through the policy portal, the definition of student success has been updated to focus on the strategic plan. Concurrently, the committee working to develop the Academic and Student Affairs Master Plan (ASAMP) is aligned in their use of the goals contained in the Vision2027 Strategic Plan. The

ASAMP and the continued work of the Faculty Senate on academic policies serve to complement the strategic plan and the Board's Student Success Policy. The Student Success Policy, Academic and Student Affairs Master Plan, academic policies, and other plans work synergistically to support fulfillment of the strategic plan.

Links to Related Documents

6. One respondent commented that plans listed under the Other Related Documents section should be linked.

Administrative Response

Administrative Response: The draft Student Success Policy was updated to reflect the source of related documents that are for internal use only.

Student Success Policy Update

7. A question was raised as to whether this policy will be updated each time a new strategic plan is created.

Administrative Response

The Student Success Policy will follow the College's established Policy, Procedure, and Protocol process that includes a five-year review cycle or when related regulations, policies, guidelines, and other source changes occur that require immediate revision.

Sustainable Wage

8. A question was raised as to what resources are used to determine a sustainable wage and how this information will be used to make decisions on academic programs. Is the College prepared to shutter workforce and academic programs that may fill classrooms but do not produce a sustainable wage?

Administrative Response

The College currently uses the Massachusetts Institute of Technology (MIT) living wage calculator for Monroe County at Living Wage Calculator. The College has an agreement with NYS Department of Labor for data used to calculate earnings at Unemployment Insurance (UI) Data Sharing | Department of Labor (ny.gov). Another resource used by the College is the SUNY Graduate Wage data dashboard.

There is an internal process through Academic and Student Affairs to evaluate academic programs. That process considers many factors including sustainable wage information. The Office of the Provost at MCC is responsible for bringing any program elimination recommendations to the College President. If the President accepts the recommendation it then moves to the Board for review and approval.

Reducing Disparities in Student Outcomes

9. One respondent commented that reducing disparities in student outcomes involves major initiatives aimed at all students rather than targeted programs which is the current practice. There is also a question as to what will happen if the College does not eliminate disparities in student outcomes.

Administrative Response

The Board is encouraged by institutional progress resulting from major college-wide reform efforts including the recent reorganization of Academic and Student Affairs, development of the Academic and Student Affairs Master Plan, the draft Diversity, Equity, and Inclusion Plan, and the college's participation in the Aspen Unlocking Opportunity Network. The College is also using Key Performance Indicators (KPI's) to measure all aspects of the strategic plan, and has an established process for monitoring divisional progress through a unit-level institutional planning process. Taken together, they provide timely information as to whether a strategy is meeting goals and if not, under the guidance of the President, will make needed changes to move the goal forward towards desired outcomes.

Student Success Definition

10. One respondent suggested including learning, gain fluency in their program content, in the definition of student success after receiving input from multiple faculty.

Administrative Response

The definition of student success contained in the Board Student Success Policy was updated to focus on the strategic plan. College employees are encouraged to provide input via the college-wide committee working on the MCC definition of student success.

Include Specific Examples

11. One respondent suggested the policy should get specific regarding the KPI's, holistic student support, and human capital.

Administrative Response

Administrative Response: Policies are designed to provide guidelines for the overall direction of an organization. Specifics are provided in complementary documents including Vision2027 Key Performance Indicators, Academic and Student Affairs Master Plan, Facilities Master Plan, the Diversity Equity, and Inclusion Plan, and the college budget.