

SUNY Broome Community College

Academic Master Plan 2026–2029

PURPOSE

The Academic Master Plan provides a comprehensive framework for advancing SUNY Broome Community College’s academic mission through student success, academic excellence, workforce alignment, and innovation.

It aligns with the College Strategic Plan, SUNY Academic Momentum and Achieving (AcMo) the Dream (ATD) initiatives, Strategic Enrollment Management priorities, and accreditation expectations, including compliance with federal accessibility requirements and evolving digital learning standards.

The Academic Affairs Division is committed to delivering accessible, high-quality academic programs that prepare students for transfer, employment, lifelong learning, and civic engagement.

GUIDING PRINCIPLES of the Academic Affairs Division

- Ensuring student success is a collective responsibility across all divisions, departments, programs, and services.
 - Academic excellence and teaching effectiveness are grounded in evidence-based practice, data-informed assessment, and a commitment to continuous improvement.
 - Equity in student achievement is fundamental to achieving institutional effectiveness and is advanced through intentional practice and data-informed action.
 - Purposeful student engagement and a strong sense of belonging are critical drivers of student persistence and completion.
 - Technology is strategically leveraged to enhance teaching and learning, promote accessibility, improve operational efficiency, and enrich the overall student academic experience.
 - Capital planning and resource allocation are guided by academic priorities and student success needs, and informed by data to support institutional effectiveness.
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PRIORITY 1 — STUDENT SUCCESS AND ENROLLMENT

Goal

Advance student success and enrollment by improving retention, persistence, and completion, while reducing achievement gaps across all student populations.

Strategies

- **Strengthen proactive advising, success coaching, and early alerts, (powered by Civitas), to improve student persistence and completion.**
 - 2026-2027 Action Items
 - Sub-group of ATD, inclusive of advisors, success coaches, and faculty, will be identified to make recommendations for full implementation of holistic advising (AcMo)
 - Working in collaboration with the ATD Team, policies and procedures specific to student advising will be developed to ensure standardization of student experience, and to support the removal of identified registration barriers. (AcMo)
 - Utilizing grant funding, add Online Navigators (5) to help improve the success of online students, including course success rates, retention, and completion by providing support within the online learning environment at both traditional and non-traditional hours.
 - Implement Civitas enhancements, designed to streamline and automate, as appropriate, the early alert process, based on institutionally determined parameters.
- **Expand momentum strategies that promote early credit accumulation, gateway course success, and timely degree progression.**
 - 2026-2027 Action Items
 - MarCom will develop an academic momentum campaign, grounded in data to promote gateway courses and 30+ credit completion within the first year, and to promote the importance of academic standards. (AcMo)
 - Part-time templates will be created for each program in which part-time study is a possibility; ensure gateway math and English are mapped into the first year; inclusion of summer as appropriate to help promote 30 credit completion. (AcMo)
 - Determine mechanism to use Civitas (or SIS) to identify credit achievement, gateway course completion, within the first year. (AcMo)

- Reimagine and redesign the winter session to help promote academic momentum in a strategic and intentional manner. (AcMo)
- Determine a mechanism for identifying withdrawals and failures, and provide targeted outreach, as well as utilization of summer terms to improve academic momentum. (AcMo)
- The Academic Reinstatement Committee, along with Success Coaches will provide recommendations for a reimagined academic dismissal and reinstatement process upon conducting an assessment of the process and reviewing data. (AcMo)
- Faculty and staff will be provided with national and institutional data to show the impact of gateway courses and 30+ credit completion on student completion in order to ensure consistency in student support. (AcMo)
- Use early diagnostics provided within the Civitas system and faculty feedback to identify gaps and support early and timely intervention. (AcMo)
- **Reduce achievement gaps by using disaggregated data to identify disparities and implement evidence-based strategies that improve outcomes across all student populations.**
 - 2026-2027 Action Items
 - The ATD Data Team will complete its review of math gateway data to provide the campus with detailed information about DFW rates within math courses.
 - Utilize the ATD Data Team’s review of English gateway course success to inform interventions.
 - The IE Office will publish an overall summary of disaggregated data available on the Data Dashboards to assist the campus in the identification of disparities among student populations.
 - Deans and faculty will review course success data specific to courses within their departments and implement strategies to help reduce achievement gaps.
- **Leverage predictive analytics and student success data to proactively identify at-risk students, guide targeted interventions, and inform continuous improvement that supports student completion.**
 - 2026-2027 Action Items
 - After training provided, the use of persistence factors within Civitas will be utilized to identify touchpoints, outreach, and follow-up. Advising appointments

(time and frequency) will be dependent on individual student needs based on the indicators within Civitas. (AcMo)

- Establish referral pathways to tutoring, counseling, financial aid, and basic needs resources to provide students with accessible information about campus resources.
- **Strengthen first-year experiences, including onboarding, orientation, and academic transition supports to improve momentum and persistence.**
 - 2026-2027 Action Items
 - Form a sub-group to discuss implementation of a mandatory College-wide Orientation and essential first-year experiences. (AcMo)
- **Enhance coordination of the student success team by integrating advising, coaching, faculty, and student support services to reduce barriers to completion and improve the student experience.**
 - 2026-2027 Action Items
 - Provide focused professional development on the use of Civitas to help expand usage and promote efficiency. (AcMo)
 - Establish referral pathways to tutoring, counseling, financial aid, and basic needs resources. (AcMo)
 - Develop and publish a flow chart for students and staff on where to go for help across campus. (AcMo)
 - Civitas will be used to follow up on referrals. (AcMo)
- **Design and execute a comprehensive, strategic, and student-centered communication, marketing, and recruitment plan that delivers timely, targeted outreach to support student success and drive enrollment growth.**
 - 2026-2027 Action Items
 - Identify members and establish a group to develop a communication plan. (AcMo)
 - Conduct assessment of existing communication messaging, timelines, audience, and platforms used. (AcMo)
 - Conduct student focused groups to determine communication preferences and obtain feedback. (AcMo)

- Develop a clear, timely, well crafted comprehensive communication and outreach plan, inclusive of student-facing offices, leveraging the Civitas software. (AcMo)
- Build into Civitas Academic Planning milestones, reminders, information about academic standards. (AcMo)
- **Promote evidence-based teaching practices within all learning environments that enhance student learning, engagement, and persistence.**
 - 2026-2027 Action Items
 - Utilizing the Title III Grant funds, engage with ACUE to advance excellence in teaching and improve student outcomes.
 - Utilizing the Title III Grant funds, implement the OSCQR review schedule.
 - The Library will develop discipline-specific Libguides to identify evidence based teaching practices within all learning environments.
- **Promote faculty participation in Achieving the Dream activities, discussions, and initiatives.**
 - 2026-2027 Action Items
 - Invite faculty to present successful engagement methods to foster meaningful dialogue and collaboration around effective teaching practices.

Key Performance Indicators (KPIs)

- Annual Enrollment
- Fall-to-Fall retention rate
- Persistence rate (Fall-to-Spring)
- Graduation rates (100% and 150% time)
- Time to degree completion (credits/time)
- Gateway course completion rates (English, Math)
- DFW rates
- Number of student academic program changes
- First-year credit accumulation
- Reduction in achievement gaps in retention, completion, and course success
- Persistence rate of students receiving early alerts and interventions
- Percentage of students receiving differentiated care based on persistence scores
- Persistence rate of students receiving advising and coaching interventions
- Student satisfaction with advising, coaching, student supports

PRIORITY 2 — ACADEMIC EXCELLENCE & WORKFORCE RELEVANCE

Goal

Ensure academic programs remain responsive to student goals and are aligned with transfer pathways, workforce needs, and regional economic priorities.

Strategies

- **Ensure academic programs remain continuously aligned with regional labor market demand and evolving workforce trends.**
 - 2026-2027 Action Items
 - Conduct a comprehensive assessment of labor market demand, employment projections, and wage outcomes to evaluate the viability and alignment of all College academic programs with current and emerging workforce needs.
 - Review and update career mappings in Career Coach, using current Lightcast labor market data to ensure accurate alignment between academic programs and current career pathways.
- **Strengthen high-impact and work-based learning opportunities across disciplines to provide students with authentic experiences that prepare them for the workforce.**
 - 2026-2027 Action Items
 - Review SUNY definitions and guidelines for high-impact practices and work-based learning and assess SIS coding practices to ensure consistent and accurate alignment.
 - Review high-impact and work-based learning practices across academic programs and identify opportunities for expanding these experiences to programs where they are not currently offered.
- **Support faculty engagement in curriculum development, program design, and curricular innovation to ensure academic quality, relevance, and alignment with student goals, transfer pathways, and workforce needs.**
 - 2026-2027 Action Items
 - Establish a group to review and evaluate curriculum management software that streamlines curriculum development processes and enhances

communication, collaboration, and efficiency, who will then submit a recommendation to the VPAA.

- **Utilize program review and continuous improvement processes through ongoing assessment of course, program, and department effectiveness.**

- 2026-2027 Action Items

- To foster continuous improvement and strengthen communication around assessment findings, the IE Office will enhance the Program Review process by incorporating celebrations within each division, as well as presentations at Board of Trustees meetings where faculty can share program review results, highlight key findings, and discuss action plans.
- The IE Office will partner with faculty to develop program learning outcomes and curricular maps within Nuventive, providing a centralized, accessible platform to support ongoing program assessment and continuous improvement.
- To promote the structured and ongoing assessment of administrative departments and strengthen institutional effectiveness, the IE Office will develop and implement a comprehensive Administrative Review process.

- **Promote and expand strategic partnerships with employers and community organizations to enhance the scope and depth of collaborations that support student workforce readiness.**

- 2026-2027 Action Items

- Conduct a comprehensive assessment of business and industry partners across the College and establish a centralized repository within the Workforce department to maintain current partnership information and support coordinated employer engagement.
- Assess industry engagement across academic programs, identify gaps, and develop strategies to strengthen employer partnerships and expand opportunities for industry involvement in curriculum, work-based learning, and student career preparation.
- Develop and implement a plan to leverage Handshake to strengthen employer partnerships and expand career and employment opportunities for students.

- **Expand stackable credential pathways, including microcredentials and short-term workforce credentials aligned with regional demand.**
 - 2026-2027 Action Items
 - Review alignment of labor market needs with current microcredentials to inform relevancy of current and potential development of new microcredentials.
- **Strengthen integration between credit and non-credit pathways to improve access, support lifelong learning, and promote workforce mobility.**
 - 2026-2027 Action Items
 - Train faculty and staff in the use of Credit Predictor Pro to further develop utilization.
 - Deploy Credit Predictor Pro as part of mobile enrollment efforts.
 - Develop reports to track noncredit to credit mobility/migration.
 - Develop and implement outreach plans and communication specific to non-credit students to provide them with information about opportunities.
- **Strengthen transfer articulation agreements that provide guaranteed or priority admission pathways and enhance financial benefits for students to support seamless transfer and degree completion.**
 - 2026-2027 Action Items
 - Continue to add opportunities for articulation agreements that provide guaranteed or priority admission pathways and enhanced financial benefits.

Key Performance Indicators (KPIs)

- Program enrollment (demand)
- Program viability indicators (labor market demand and employment projections)
- Number of new, revised or discontinued programs aligned with workforce needs
- Program completion rates (by academic program)
- Student learning outcomes achievement rates (program-level assessment results)
- Achievement of program review annual action plans
- Transfer rate to four-year institutions (AA and AS)
- Graduate Employment rate (AAS, AOS, and Certificate)
- Employment rate for non-credit programs
- Student perception of program preparation for employment or transfer
- Number of high-impact and work-based learning experiences
- Number of active employer and community partnerships

- Number of articulation agreements, including those with guaranteed admission or enhanced benefits
 - Enrollment and completion in stackable credential and microcredential pathways
 - Credit awarded for Prior Learning
 - Conversion from non-credit to credit
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PRIORITY 3 — INNOVATION, TECHNOLOGY & LEARNING

Goal

Leverage innovation and technology to enhance teaching and learning, improve accessibility, streamline operations, and strengthen institutional effectiveness.

Strategies

- **Support the adoption of innovative, technology-enabled instructional practices across all modalities to advance teaching excellence and student learning.**
 - 2026-2027 Action Items
 - The Classroom Technology Committee will evaluate and prioritize improvements to learning spaces that support innovative, technology-enabled instruction, establish short- and long-term classroom technology priorities, and develop standards to ensure consistent and effective technology across learning spaces.
 - Upgrade a minimum of five classrooms annually with modern instructional technology to support innovative teaching practices and enhance the student learning experience.
- **Enhance the student digital experience by improving access to academic resources, advising tools, and student service platforms.**
 - 2026-2027 Action Items
 - Develop and implement survey questions to assess graduate satisfaction with their online learning experience and use the results to identify opportunities for improvement.
 - Engage a diverse group of students to test and navigate key digital platforms and services, providing feedback to identify barriers and opportunities for improvement.

- **Implement and maintain effective IT governance aligned with institutional priorities.**
 - 2026-2027 Action Items
 - The IT Governance Committee will develop and communicate a clear process for reviewing and prioritizing new and existing information technology in alignment with institutional priorities.
- **Promote the ethical and responsible use of emerging technologies, including artificial intelligence, to enhance teaching, learning, and institutional effectiveness.**
 - 2026-2027 Action Items
 - The TRC will provide professional development focused on the practical, ethical, and responsible application of artificial intelligence to enhance teaching and learning.
 - Develop and implement policies and guidelines governing faculty use of AI in teaching and academic work and student use of AI in academic work.
- **Ensure full compliance with digital accessibility standards and inclusive design expectations.**
 - 2026-2027 Action Items
 - Upon integration, provide training and ongoing support to faculty in the use of Yuja Panorama to improve digital accessibility and support compliance as required by Title II.
 - Utilize Deque services and SUNY grant funding to provide an eight-hour training program that builds employee expertise in Electronic Information Technology (EIT) accessibility and the creation of accessible digital documents.
 - Develop and implement an updated Electronic Information Technology (EIT) Plan aligned with current SUNY policies, accessibility standards, and federal requirements.
- **Strengthen data governance by implementing institution-wide data standards, policies, and practices that improve data quality, consistency, security, and accountability.**
 - 2026-2027 Action Items

- Establish a Data Governance Committee to assess current data practices, identify gaps and priorities, and develop recommendations for institution-wide data governance.
 - Develop foundational data governance standards, including common data definitions and guidelines for data management, quality, security, and accountability.
- **Transition paper-based processes and documents to digital workflows to improve accessibility, enhance collaboration, data accuracy, and promote operational efficiency and sustainability.**
 - 2026-2027 Action Items
 - Develop and publish an accessible Student Transfer Dashboard that provides timely, actionable data to support campus decision-making and replace paper-based reporting with a centralized digital resource.
 - Conduct an assessment of existing workflows, forms, and processes to identify those that would benefit from transition to digital forms and workflows, as well as those that can be streamlined or retired.
 - In collaboration with ITS, identify and implement a document and forms management system to replace paper-based forms and processes and support streamlined digital workflows.

Key Performance Indicators (KPIs)

- Faculty participation in instructional innovation and technology professional development
- Faculty implementation of innovative teaching practices.
- Student satisfaction with the learning management system and digital learning tools.
- Student satisfaction with their digital experience related to academic resources, advising tools, and student service platforms.
- Percentage of courses meeting digital accessibility standards.
- Number of software requests reviewed and subsequent actions by IT Governance.
- Accessibility training completion rate (faculty/staff).
- AI literacy training completion rate (faculty/staff)
- Reduction in paper-based processes and documents.

ASSESSMENT & CONTINUOUS IMPROVEMENT

Progress on the Academic Master Plan will be reviewed annually through institutional KPIs, assessment results, program review outcomes, student success metrics, and enrollment data.

Findings will inform continuous improvement and resource allocation decisions, ensuring alignment with SUNY system expectations and accreditation standards.

ACCOUNTABILITY FRAMEWORK

- Academic Master Plan KPI dashboard
- Annual AMP progress report documenting goal progress and action plan achievement
- Program review compliance tracking (100% participation) with documented action plans and follow-up on improvement initiatives
- Course and program assessment data with documented action plans to improve teaching and learning
- Annual advisory board summaries with feedback about graduate preparation
- Annual IT governance action summary