

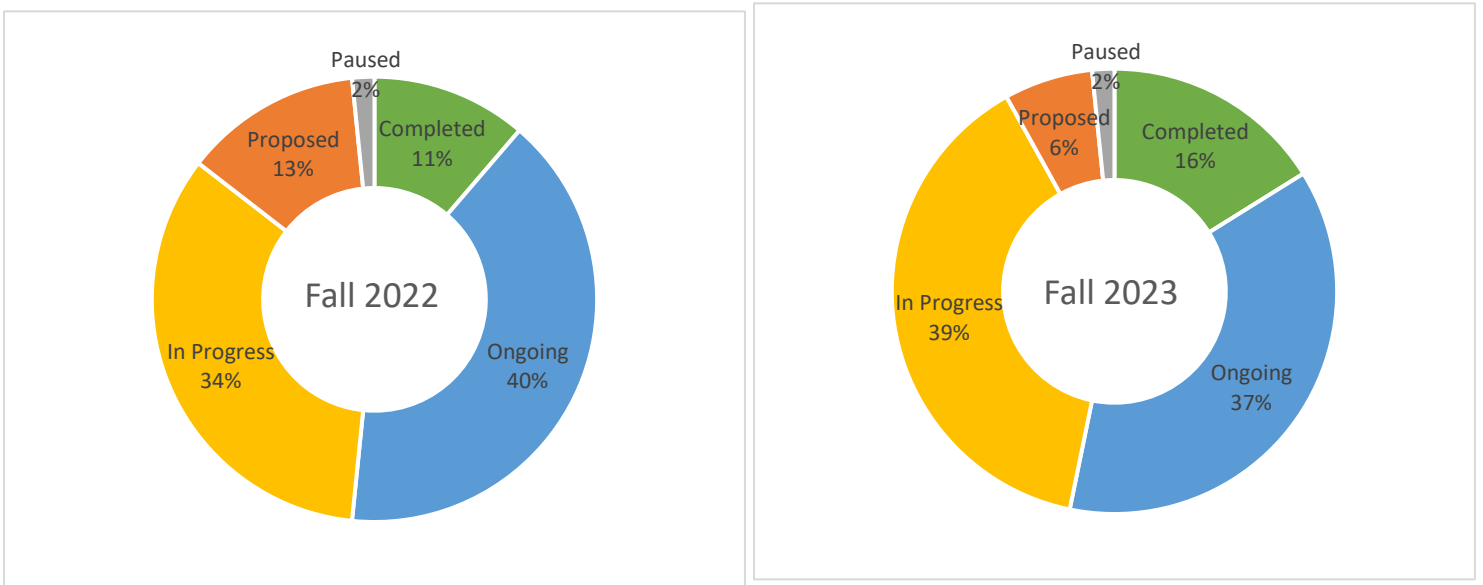
# KCC Strategic Plan 2021-2025:

Progress Updates Fall 2023

## Progress Summary:

The Strategic Plan consists of 5 Key Areas (Student Success, Operational Effectiveness, Governance and Planning, Community and Communications, and Workforce Development & Strategic Planning). Within these Key Areas the campus community has 18 Areas for Emphasis and 62 implementation strategies to address these areas.

The divisions' annual updates have been used to track progress on the Strategic Plan implementation strategies. Overall progress as of Fall 2022 and Fall 2023 is shown in the figure below:



## Completed Strategies in AY 2022-23:

**SS6.1 Identify and utilize the communication platforms that work best for students.** Signal Vine was adopted and is in use through the President's Office, Advisement, etc.

**OE1.4 Create more gathering spaces for students.** The Cove and SU&IC have completed Phase I of construction and are ready for use as of Fall 2023.

**CC4.1 Increase communication regarding changes to policy, personnel, procedures, and resources.** Divisions provide regular updates on their activities. HR template created to share changes in personnel along with new contact information in response to vacancies.

**WD1.1 Create a centralized workforce location on campus and/or online for students and faculty that offers internships and job opportunities.** Career Wave (Handshake) launched in AY 2022-23 and had 283 internships posted in its first year.

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Strategies Moved from Proposed to In Progress/Ongoing:

## **GP1.3: Promote shared agreement regarding the purpose and functioning of effective governance across the College.**

The GRACs were convened in Fall 2022 and tasked with reviewing and providing recommendations for governance related to different areas of the College.

## **CC1.2 Host morale- and team-building activities as well as other activities to engage faculty, staff, and students.**

This was a huge push this year, with the Sense of Belonging grant and the Campus Climate Grant from CUNY providing opportunities for faculty, staff, and students.

## Fall 2023 Updates

### Student Success

A positive and successful student experience is a college-wide responsibility that requires collaboration and coordination across all areas of the college.

SS1. Create robust onboarding procedures and continuing-student experiences

SS1.1. Increase enrollment pipeline from partner high schools by developing career pathway programs and bridge programs that connect to KCC's programs. **Ongoing**

- Launched Spanish language tours to attract more LatinX students, additionally we have an open posting for a Bi-Lingual Recruiter to assist with our Latinx Recruitment initiatives.

SS1.2. Increase the yield of students from those who have applied and been admitted to the College by offering program specific information sessions prior to registration, and robust onboarding experiences post-registration **Ongoing**

- Revamped the Admitted Student Communication Plan for incoming students to maintain engagement until they become Registration Ready
- Admitted Student's Day event on April 29th to 96 students of which 52 registered for the Spring. Also hosted several Admitted Student Information Sessions serving 188 students who attended and 79 (42%) registered for the Spring.
- Hosted the first in person International Student Orientation to 23 new international students since COVID.

SS2. Provide students with clear academic and career pathways

SS2.1. Increase student completion of gateway English and Math in their first year with strategic use immersion interventions, math and English course registration in the first year, and use of targeted academic support **Ongoing**

SS2.2. Expand enrollment of adult learners with FLEX programming and support **Ongoing**

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- During 2022-2023, fully online programs were approved for Speech Communication AS, Health Science AS, and Mental Health and Human Services AS. Including these programs, there are a total of 11 programs and 1 certificate that are offered fully online.

### SS2.3. Enhance articulation agreements with CUNY colleges **In Progress**

- Articulation agreements for Biology, Chemistry, Special Education, Early Childhood Education, Childhood Education, and Women and Gender Studies programs have been completed for Brooklyn College.
- CUNY is leading a systemwide review of transfer in the following programs: Accounting, Business Administration, Computer Science, Education Studies, and Psychology. Kingsborough faculty are represented on each committee.
- KCC initiated the administration of a transfer interest survey for incoming students for the fall 2022 semester. This information has been shared with Brooklyn College to guide conversations about the handoff of students.
- Advisors and faculty who were nominated by their departments were trained in the use of Transfer Explorer. All academic advisors have been trained on Transfer Explorer functions and are updated 1-2 times a term on new features as they become available.

### SS3. Provide accurate, consistent, responsive, and high-quality advisement

#### SS3.1. Improve retention, credit accumulation and graduation rates for students by strengthening advising initiatives such as enhancing the Advisement Academies, increasing the usage of Starfish, re-invigorating the 15 to finish campaign, and making degree maps more visible **In Progress**

- Advisement: Advisors across all programs participated in a professional development opportunity which provided coaching to small groups of advisors as well as individual coaching to Directors/Associate Directors. In Fall 2022 the Advisement Academies piloted a model of case load management and intentional student engagement for a sub-set of the fall 2022 incoming class.
- Starfish: Use expanded further with the use of additional referrals. The development of additional referrals has provided advisors opportunities for more direct influence over student utilization of support services. The college hired a student technology manager last year that significantly improved the day-to-day management of Starfish and made usable data more readily available for our advising managers and academic advisors.

### SS4. Develop programs and services that foster student preparedness, resilience, and leadership

#### SS4.1. Promote, recruit, sustain student engagement in co-curricular activities, including student government, student ambassadorship, and other student organizations

- The Student Union & Intercultural Center with the support of the CUNY Campus Climate grant offered the following programming for our students: You Belong Here, Interfaith Meet and Greet, Faith Zone training for faculty, staff and students, interfaith conversation about anti-Semitism, and a visit to the Museum of Jewish Heritage.
- The My Turn program held its 42nd Anniversary Celebration this year with over 150 students and community supporters attending.

# KCC Strategic Plan 2021-2025:

## Progress Updates Fall 2023

- The Men’s Resource Center collaborated with the NSLS this past year, leading to a 25% increase in participation in the Center’s activities.
- The team used New Student Orientation data to base the schedule of events on the interests and needs expressed by students in the NSO Survey

SS4.2. Expand opportunities for students to engage in high impact practices, especially Learning Communities, Undergraduate Research, Civic Engagement; assess student access (who has access, demographic breakdown) and effectiveness of HIPS **Ongoing**

- Learning Communities: During and since the pandemic, we have experienced challenges with adequate student enrollment in learning communities. We are working on expanding the faculty who are equipped to teach learning communities, and working to ensure that courses that are linked in learning communities make sense for students.
- Civic Engagement: KCC has established the role of “civic engagement fellow” in which faculty implement a civic engagement project in one of their classes, share the project and outcomes at a Faculty Forum, and work with other fellows on a publication. Four civic engagement fellows completed their first semester of this work in Spring 2023.
  - Prof. Jason Leggett is serving as the inaugural faculty Director of the Center for Civic Engagement. He is working closely with Helen-Margaret Nasser, Director of the Student Union and Intercultural Center as we extend the focus of civic engagement to cocurricular activities and experiences.
  - During Spring 2023, KCC conducted its first round of assessment related to the College’s civic education graduation requirement.

SS4.3. Develop Faculty/staff :: student mentorship programs **Completed prior to AY 2022-23**

SS4.4. Identify a student engagement software platform that improves efficiency in student event planning, tracks students engagement, and generates a co-curricular student record. **Paused**

SS5. Provide support services that address barriers to success and relieve student stressors

SS5.1. Connect students to resources that mitigate barriers: e.g., ARC, New Americans Center, mental health counseling, child care, legal support, OER resources, tutoring, first-gen student support **Ongoing**

- Student Wellness Services’ Counseling Center provided 1,348 counseling appointments and responded to 1,523 walk-ins at the Health Center. The Counseling Center, Wellness Center, and Health Center programs reached 3,919 students, staff and faculty. As a result of a 39% increase in students expressing issues of anxiety and hopelessness, the Counseling Center sponsored weekly group sessions for students.
- Access Resource Center received \$15,468 for this year from DSS/HRA Community Food Connection. The Center received \$22,500 worth of supermarket gift cards from the Petrie Foundation and Stop & Shop. They distributed 600 food vouchers and 1,636 Grab & Go bags were distributed to students. The Food Pantry served 4,447 families. They also created new community partners in response to a 23% increase in service requests for housing assistance

# KCC Strategic Plan 2021-2025:

## Progress Updates Fall 2023

- TRiO exceeded the US DOE percentages rates for the four objectives: good academic standing, persistence, graduation, and transfers to four-year colleges

SS5.2. Develop strategies for working with special populations (men of color, athletes, single parents, first generation students, probation students) to increase enrollment and success, and decrease equity gaps **In Progress**

- Developed revised New Start Program (NSP) partnerships and now offer dedicated information sessions for NSP students.
- Developed a referral process between admissions, CUNYStart and CLIP so all exiting students are streamlined into the enrollment process.
- Developed a workflow to streamline the readmission appeals and processing applications. and by reducing the number of fields students need to complete on the application.
- Launched a new testing platform for ESL students, starting with the Spring 2023 semester, and were able to successfully test 414 students. Most of those students were able to test in our testing lab on campus.
- The hire of a Single Mother Student Navigator provided opportunities for small group and individual contact with students who self-identified as single parents.
- The Advisement Academies have partnered with Athletics to invite athletes to special advisement/registration assistance opportunities. This has led to a strong foundation for developing deeper relationships between Athletics and advisors.
- Increased consistency of tracking different student groups (e.g., Single Mothers, Athletes, etc.) has allowed advisement academies and other groups to target populations, and integrating this information into Starfish allows for greater connection with advisors and other resources.

SS6. Maintain a culture of service excellence and respect

SS6.1. Identify and utilize the communication platforms that work best for students. **Completed**

- Signal Vine was implemented in Fall 2022.

SS6.2. Streamline processes for student success: user-friendly navigation to student resources to make it easier to know where to go for help **In Progress**

- Financial Aid implemented streamlined processes and efficient systems that have significantly reduced the time it takes to process financial aid applications.

SS6.3. To inform decision-making, survey students (both current and those who left) about their KCC experience and/or why they left **Completed prior to AY 2022**

SS6.4. Create professional development for faculty and staff (with emphasis on supporting special populations) **Ongoing**

- Dean of Faculty developed a series of onboarding workshops for new faculty to introduce them to areas of the campus including AccessAbility Services, UDL and Course Shell Design, Maintaining a Personnel File, and Student Support and Extracurricular Activities

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- KCC Professional Development Series focused on two critical areas, Customer Service and Technology, which were identified as the greatest development needs of KCC staff through feedback from Senior Staff II on 2021 and 2022 surveys administered. In addition, through subsequent discussions with Senior Staff II Managers, the need for trainings on completion of effective annual evaluations and meetings with direct reports was added and provided through Human Resources for all managers

## Operational Excellence

Strategically and collaboratively allocate resources by doing the following:

OE1. Maintain facilities that are safe and conducive to learning

OE1.2. Develop a facilities master plan that reflects future academic priorities, including regular review of the space utilization and necessary renovations **In Progress**

OE1.2. Retrofit buildings and public spaces with more touchless facilities – faucets & doors, T building repairs/upgrades, cafeteria space and furniture **Completed prior to AY 2022**

OE1.3. Ensure effective use of outdoor grounds: green space, parking lots, roadways, external lighting, tent set up for instruction and recreation **Ongoing**

- Landscape beautification activities –Worked with the KBCC Community Farm and Garden Coordinator to beautify key areas of the campus landscape. Developed a plant nursery to cultivate and grow new trees, shrubs and other plants to be installed throughout the campus each year.

OE1.4. Create more gathering spaces for students **Completed**

- The SU&IC and The Cove have been created to provide gathering spaces for students.

OE2. Provide technology that is state-of-the-art and promotes student success

OE2.1. Improve access to technology for students at home **Completed prior to AY 2022**

OE2.2. Implement tools that increase connection to students **Ongoing**

- Signal Vine and Starfish

OE3. Maintain a secure environment while respecting members of the community as individuals

OE3.1. Improve and reconfigure access to campus and on-campus surveillance including adding and upgrading cameras and technology; and improving campus lighting **In Progress**

- Conducted a Risk Assessment of CCTV's throughout campus, resulting in Installation of 17 new, 5 replacement and 5 repurposed cameras which totals 275 cameras throughout the campus
- Purchased new Roving Motor Patrol (RMP) vehicle to increase patrolling capabilities.

# KCC Strategic Plan 2021-2025:

## Progress Updates Fall 2023

- Worked with IT to implement Scholarchip program to track parking and manage on-campus parking violations.
- Began initiatives to improve parking lot signage and indicators; began installing Public Safety's new "Welcoming" booth at Northgate
- Began improvements on Public Safety Office (L202).

### OE3.2. Increase officer campus presence, particularly for classroom visits **In Progress**

- The goal was to hire 15 campus peace officers and 4 CSA officers from the hiring pool. the CSA officers have been hired; the campus peace officers are still in progress. Currently working with Central Office to create incentives to attract more candidates.
- To achieve the target goal of 15 campus peace officers, 4 Contract Guards were brought on board.

### OE3.2. Create a calendar of policy and procedure trainings for campus community (e.g., emergency shooter trainings, crisis emergency trainings) **In Progress**

- Active Shooter Table Top training was conducted for Senior Staff; additional Run Fight & Hide trainings have been planned and more active shooter hands-on training will be scheduled for Fall 2023.

## OE4. Support excellence in business processes that are functional and adaptable

### OE4.1. Take an inventory of all business processes and develop and publish written protocols **Ongoing**

- Institutional Effectiveness has developed protocols and reporting templates for AES and Academic Assessment

### OE4.2. Improve and streamline business processes, particularly through expanding on online/automated solutions (e.g., project management platforms, Time and Leave system, annual evaluation processes in Dynamic Forms) **Ongoing**

- Institutional Effectiveness adopted Anthology for reporting/data collection related to academic and AES assessment and Strategic Planning and created a reporting template for AES units, along with instructions and documentation on how to use the form. Currently working to develop a consistent annual planning and reporting schedule.
- IRB is currently working to create a survey on the IRB process to identify common questions and challenges. Have collected data on average time taken to get through IRB process and is identifying common barriers in the process.
- Faculty Affairs is working to digitize full-time and archiving adjunct files. They created a central mailbox and receiving process for receiving and processing promotion and tenure materials and personnel action questions.
- Most of the Office of Registrar services have been converted to online or self-service availability.
- Added components to Degree works to show the application status of applying for graduation.
- Leveraged and expanded the use of the Events, Interview (E&I) & Trips Hobsons/Connect component to create a more efficient reservation and tracking system for recruitment and enrollment events (Admissions Information Sessions & Admitted Students Events)

# KCC Strategic Plan 2021-2025:

## Progress Updates Fall 2023

- Financial Aid Implemented streamlined processes and efficient systems that have significantly reduced the time it takes to process financial aid applications.

OE4.3. Increase staff knowledge of effective use of technology; develop online training modules for key business processes **Ongoing**

- The President's Office and IT scheduled and offered Microsoft Office 365 online synchronous facilitated trainings on various software and levels that included beginner and intermediate Word, Excel, and Teams, that began in January, but unfortunately was abruptly ended in late February as a result of Microsoft's shifting priorities. New opportunities to continue these trainings are being explored.
- New Faculty Orientation includes sessions on compiling their personnel file
- Advisors as well as a key group of faculty were trained on the Transfer Explorer platform

## Governance and Planning

Review, revise, and reimagine processes of collaborative governance, planning, and decision-making that reflect the College's values:

GP1. Ensure that governance provides equitable representation, regular reporting, and shared agreement

GP1.1. Complete a comprehensive governance reform that increases trust and addresses the college's challenges **Completed prior to AY 2022-23**

GP1.2. Develop onboarding protocols for college council members, committee chairs, and other governance leaders **Proposed**

GP1.3. Promote shared agreement regarding the purpose and functioning of effective governance across the college **In Progress**

- The Office of the President launched the GRACs in Fall 2022, which conducted a systematic review of different areas of College governance and provided recommendations to the College Council. This prompted a larger discussion about the need for a review of the Constitution and a revisiting of the concept of shared governance across the College, which will continue into 2023.

GP1.4. Increase equitable representation in governance, governance committees, and college leadership **In Progress**

- The GRACs also led to an increase in the people at the table discussing governance issues. The GRACs were open to anyone and allowed people not on the College Council to voice their opinions and concerns.

GP1.5. Require regular reporting from college leadership and governance committees to the college community on major activities and decisions **Ongoing**



# KCC Strategic Plan 2021-2025:

## Progress Updates Fall 2023

- The President and heads of Divisions send out regular emails to college community with updates on division work

GP2. Engage in strategic and operational planning that facilitates alignment with the institutional mission and provides regular opportunities for sharing and discussion of progress toward strategic goals

**GP2.1. Promote planning processes that serve the College's mission, vision, and values and align with the allocation of resources **In Progress****

- Each unit of the College has updated and revised its mission statement and developed goals that align with the division goals and Strategic Plan. They have begun a process of annual reporting of their annual objectives to assist with communicating how each unit's supports the College's mission and to make connections between need and allocation of resources.
- The mission statements for each unit are being posted outside (or inside) their offices to increase visibility of the mission of each office and how it connects to the College mission.

**GP2.2. Report regularly on the relationship between institution spending and strategic goals **In Progress****

- VP Rios, Provost Russell, and Dean Davy met to discuss incorporating a discussion of the source of funding of strategic initiatives as a part of the annual budget setting process to identify how different strategic initiatives are funded.

**GP2.3. Engage in broad, routine sharing and discussion of data related to progress toward strategic goals (e.g., equity, enrollment) **Ongoing****

- Office of Institutional Effectiveness had a number of data-sharing initiatives, including:
  - Shared updates to Strategic Plan at Spring 2023 Convocation
  - Held an Assessment Week which provided updates to the campus community on assessment of General Education Learning Outcomes, a discussion of a variety of AES assessment data collection and use efforts, and a discussion of the results of the Faculty and Staff Satisfaction Survey
  - Sent out emails sharing results of assessments including:
    - the inaugural issue of the QUEST Newsletter highlighting results from our Culture of Assessment Survey
    - results of the FSSS and recommendations from the committee
    - updates to the Institutional Profile and its implications to the College

**GP2.4. Increase alignment between the college strategic plan and PMP university goals. **In Progress****

- Office of Institutional Effectiveness created an alignment map connecting the Strategic Plan, Academic Plan, and CUNY PMP, and updated it to align with the new CUNY Strategic Roadmap. In 2023-24 will need to align with the new metrics to ensure alignment.

# KCC Strategic Plan 2021-2025:

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GP2.5. Create regular, ongoing, and structured planning and decision-making processes that provide opportunities for broad participation, clear assessment protocols, and transparent lines of leadership accountability **In Progress**

- Office of Institutional Effectiveness created AES assessment schedule and worked with Academic Affairs and Finance & Administration to align with other reporting and budget processes.

## Communications & Collegiality

CC1. Reinforce collegiality, civility, and faculty and staff satisfaction

CC1.1. Create pathways that allow for more collaborative decision making between faculty and administration **Proposed**

CC1.2. Host morale- and team-building activities as well as other activities to engage faculty, staff, and students **In Progress**

- **Sense of Belonging Grant:** In spring 2022, 13 grants were awarded to KCC staff and faculty to develop and implement Sense of Belonging programming for KCC students in AY22-23, through special funding. Awardees represented staff and faculty across division including, but not limited to Academic Departments, Student Affairs, Academies, Workforce Development, the Learning Center, and Career development. Approximately over 100 students participated in these activities.
- **Campus Climate Grant:** The Campus Climate grant funding by CUNY provided an opportunity to expand on the college's programming aimed at engaging our college community in meaningful ways through providing safe spaces where sharing, learning, engaging in discussions, and respecting the differences and similarities among our diverse student and faculty and staff activities is fostered.
- **Wave Day:** For Community College Month, we launched our first KCC Wave Day on April 18th which was a day to show KCC pride. The day brought life to the recently opened Student Intercultural Center Cove, where 30 Clubs and support areas join in providing resources and information to 162 students, along with music, raffles, refreshments and promoting attending the KCC Wave Baseball game.
- **Town Halls:** A total of nine Student Town Halls were hosted during AY 2022-23.
- **HURFs** provides a series of self-care workshops and opportunities for faculty and staff including a Mid-Semester Breather and a day-long event on Promoting Resilience in Equity Workers.

CC1.3. Conduct regular surveys of faculty and staff to identify and address strengths and areas of concern **Ongoing**

- OIE conducted the Faculty and Staff Satisfaction Survey, which was expanded this year to include questions related to the Middle States standards.

CC1.4. Maintain consistent communication of community standards. **In Progress**

- Community Standards are posted around campus
- Students receive regular reminders of Henderson Rules

# KCC Strategic Plan 2021-2025:

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CC2. Brand and market our educational services to the community

CC2.1. Update marketing materials; include data and infographics **In Progress**

CC2.3. Implement "Did You Know" campaigns to inform campus community about campus resources and highlighting faculty, staff, and students across campus. **In Progress**

- Communications & Marketing work with external partners to publish diverse stories featuring students, faculty, alumni, and staff.
- Regular emails to connect and share updates about the campus community include:
  - The Campus News email deploys daily
  - KCC Faculty on Teaching: Q&A deploys weekly.
  - Faculty research and awards are highlighted in the Ovations column.
  - New student profiles on the KCC Spotlights section on the webpage
  - New email features called KCC Events, KCC Athletics and KCC Newsbites.
- Launched a year in review video that highlighted the accomplishments of the College that was well received.

CC2.3. Improve website visuals, layout, and navigation and convene an annual website liaison meeting to review and update its contents **In Progress**

- Fully-redesigned modern website launched on Friday April 28 that is mobile-friendly, accessibility-friendly, and creates a fresh and enjoyable user experience for all visitors, especially prospective students. The new site has increased our search engine optimization (SEO).

CC2.3. Increase footprint of marketing area (local advertising, commercials, MTA ads in the neighborhood) **In Progress**

- Use of AdRoll to display ads continues. Additionally, M+C launched a 30 second You Belong Here commercial on January 29 on Hulu and YouTube.

CC3. Promote student enrollment and retention through increased communication and outreach

CC3.1. Increase communication modalities with students **Completed prior to AY 2022-23**

CC3.2. Increase outreach to older/under-represented groups **Ongoing**

CC3.3. Utilize KBCC Van in traditionally underserved communities. **Completed prior to AY 2022-23**

CC4. Maintain communication to keep our community informed and up to date on emergencies, occurrences, and policy changes affecting our campus

CC4.1. Increase communication regarding changes to policy, personnel, procedures, and resources **Ongoing**

- HR created a template for providing personnel updates

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CC4.2. Engage in intentional community building through sharing student success stories, community chats, underrepresented groups **Ongoing**

- Communications develops student profiles on the KCC Spotlights section on the webpage to share student successes and progress

CC4.3. Utilize message bulletin boards and screens across campus to provide updates and information **In Progress**

## Workforce Development and Strategic Partnerships

Collaboration, coordination, and communication in all departments across campus are important in helping students to achieve their desired goals of career readiness and access to opportunities in their chosen path.

WD1. Coordinate internship and job placement efforts between departments and offices on campus

WD1.1. Create a centralized workforce location on campus and/or online for students and faculty that offers internships and job opportunities **Completed**

- Career Wave (Handshake) launched in AY 2022-23 and had 283 internships posted in its first year.

WD1.2. Increase communication between departments so faculty become more aware of available internships **Ongoing**

- The transition from Simplicity to Handshake in AY 2022-23 provides greater access to faculty and making them aware of available internships.
- CUNY has announced a Career Fellows program which will assign faculty members in a variety of departments to be experts in career opportunities for students. This will launch in AY 2023-24.

WD1.3. Continue to hold job fairs on campus and virtually for credit and non-credit students. **Ongoing**

- Held two job fairs, one in fall and one in spring.

WD1.4. Create a Workforce Committee with representatives from selected departments. **In Progress**

- Career fellows will serve as a Workforce Committee going forward
- There are also currently three advisory boards that connect faculty to industry partners:– Tourism and Hospitality; Technology; Offshore Wind Technology

WD2. Enhance student success by providing professional and technical skills with an academic component that will add value in an increasingly competitive job market

WD2.1. Further develop efforts to educate students about the skills needed to increase their employability in the 21<sup>st</sup> century. **Proposed**

WD2.2. Offer/expand micro-credentialing opportunities. **In Progress**

- New micro-credential programs in progress: Maternal health/doula training, community health worker, peer advocacy

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WD2.3. Strengthen connections between credit and non-credit courses and programs (credit for prior learning) **In Progress**

- In AY 2022-23 started collaborating with Education Studies program on CDA (Child Development Associate) program that would lead into for-credit program.

WD3. Strengthening relationships with government, industry, and employers

WD3.1. Further develop partnerships with employers to assist employees to earn degrees/obtain certifications (upskilling) **Ongoing**

- Engaged with the Condensed Curriculum International for Skilled Trades to begin offering programs in: Diesel Technician, Automotive Service Technician, Electrical Technician, Plumbing Professional, and HVAC Technician.
- Partnered with Black Women's Blueprint, Restore Forward, Trust Women's Healthcare, and CUNY School of Public Health & Health Policy to offer a 5-week doula training program.

WD3.2. Increase collaboration with local businesses and government to provide students with internship opportunities, paid and non-paid **Ongoing**

- Increased external partnerships to include: BoA, TD Bank, JP Morgan Chase, NYC REACH, Bureau of Equitable Health Systems from NYC DOHMH, NYC Department of Design & Construction, NYPD Community Affairs, NYC Department of Transportation.

WD3.3. Explore innovative ways to increase community/business relationships (e.g., provide space in exchange for internships, further existing relationships with vendors, etc.) **Ongoing**

- Advisory boards lead to increased connections between academic programs and external partners.
- CEWD has a delegated person whose job it is to forge relationships with government officials and businesses so we can know what is happening in the community