



# Assessment of Administrative and Educational Support Units (AES)

## MISSION AND GOALS

2020-2021



Programs/Service	Mission	Goals
<b>Division of Academic Affairs</b>		
1 - Pre-College Programs	In Collaboration with LaGuardia Community College, Pre-College Programs enables NYC Department of Education high school students to develop academic momentum towards a college degree. Through advisement, college course taking and campus exposure, students are able to make informed decisions about college and career options.	<p><b>Goal 1:</b> Enable students to be college ready by earning credits before high school graduation.</p> <p><b>Goal 2:</b> Promote major and career exploration/ awareness.</p>
2 - Center for Teaching and Learning	In collaboration with faculty, staff, and students, the CTL commits to strengthen and promote a culture of continuous learning and innovation for all LaGuardians while contributing to the intellectual and civic welfare of our students.	<p><b>Goal 1:</b> Support the implementation of team-based advisement and a revised First Year Seminar that includes updated advisement practices and tools.</p> <p><b>Goal 2:</b> Support the development and implementation of coherent, program-based and interactive student ePortfolios that connect learning across courses and co-curricular activities.</p> <p><b>Goal 3:</b> Support &amp; strengthen the implementation &amp; assessment of new Core Competencies and Communication Abilities college-wide, and build inclusive learning opportunities across departments.</p> <p><b>Goal 4:</b> Coordinate &amp; support faculty/staff PD that address the diverse needs of our new majority students and faculty.</p> <p><b>Goal 5:</b> Support Peer Mentoring and Advising Programs by employing LaGuardia students in student success support roles.</p>
3 - Writing Center	The Writing Center is the tutoring center in writing for all matriculating students at LaGuardia Community College. The Center offers individualized (1:1 and 2:1) tutoring on any aspect of any phase of any kind of writing. The Writing Center seeks to provide a warm, supportive setting in which students gain clarity about both their difficulties and strengths as writers, and acquire insight, techniques and skills with which to approach their writing more effectively in subsequent work.	<p><b>Goal 1:</b> Provide an environment in which students feel supported and encouraged.</p> <p><b>Goal 2:</b> Contribute to students achieving improved outcomes in previously assessed drafts.</p> <p><b>Goal 3:</b> Contribute to students' improvement of drafts prior to first submission</p>

Division of Academic Affairs, cont		
<p>4 - LaGuardia Performing Arts Center (LPAC)</p>	<p>LaGuardia Performing Arts Center (LPAC), the most diverse and inclusive performing arts center on a college campus in the country, has played a key role as a cultural bridge between artists and audiences for nearly 40 years. Dedicated to amplifying the voices of emerging storytellers from all over the world, LPAC produces vital, high-quality and culturally relevant theatre, dance and educational programming for New York City Audience's and beyond.</p>	<p><b>Goal 1:</b> Amplify new voices with diverse, socially responsible and inclusive theatre, dance and educational programming for audiences in Queens and the surrounding communities.</p> <p><b>Goal 2:</b> Establish and expand LPAC's model as the only performing arts center closely integrated with a college system, for increased collaborative and supportive relationships between performing arts centers and City University of New York institutions.</p> <p><b>Goal 3:</b> Provide culturally relevant, inclusive and socially responsible performance programming to audiences in New York City.</p>
<p>5 - Institutional Research and Assessment</p>	<p>The mission of the Office of Institutional Research and Assessment (OIRA) is to provide accurate, reliable and timely information and analysis to enable data-driven decision making and student success. We support continuous improvement efforts across the College by facilitating and coordinating strategic planning, and assessment activities at the institution, division program and unit levels.</p>	<p><b>Goal 1:</b> Provide accurate, reliable and timely information to support data-driven decision making and planning.</p> <p><b>Goal 2:</b> Help improve Institutional effectiveness through assessment at the institutional, departmental and unit levels.</p> <p><b>Goal 3:</b> Provide survey support for construction, design and administration.</p>
<p>6 - Registrar</p>	<p>The mission of the Office of the Registrar is to house, maintain, and protect the confidentiality of student academic record, to provide the college with accurate academic information and support services, to monitor the implementation of and adhere to College's, and CUNY's policies, and to comply with all Federal and State regulations pertaining to the Family Educational Rights and Privacy Act of 1974 and the rights of students.</p>	<p><b>Goal 1:</b> Maintain and manage registration and student official academic records with appropriate sensitivity to privacy and confidentiality in accordance to the laws and regulations governing these records.</p> <p><b>Goal 2:</b> Build, improve and maintain well-organized and cost-effective course scheduling to enhance students access.</p> <p><b>Goal 3:</b> Provide administrative support to students as they work towards degree completion as well as credit them for graduation in a timely manner.</p>

**Division of Adult and Continuing Education**

<p><b>7 - Pre-College Academic Programs</b></p>	<p>The mission of the Adult Basic Skills/Bridge to College and Careers department is to build the literacy and numeracy skills in English or Spanish for our diverse adult community members whose goal is to obtain their High School Equivalency diploma through contextualized instruction and wrap around support services including advisement, college transition and referrals.</p>	<p><b>Goal 1:</b> Students will build their literacy and numeracy skills in order to obtain their High School Equivalency (HSE) diploma.  <b>Goal 2:</b> Support students in identifying and pursuing academic and career pathways.  <b>Goal 3:</b> Support students and their families by providing referrals to community services.</p>
<p><b>8 - Administration and Finance</b></p>	<p>The Office of Administration and Finance in the Division of Adult and Continuing Education is a collaborative partner to LaGuardia Community College and the surrounding community. We provide value-added capabilities, strategic guidance, and operations expertise to our constituents which include; the division's Senior Leadership and Directors as well as the college at large, via the College's Grants Office which is located in the division. We also act as a steward for the division's financial and human capital, Human Resources, Enrollment Management, Data and Student Central Intake, Marketing and Communications.</p>	<p><b>Goal 1:</b> Develop, create and disseminate consolidated financial management tools for ACE's various units to assist Executive Leadership in strategic decision making and provide transparency.  <b>Goal 2:</b> Create new reports and tools by leveraging ACE's new student Information system (XenDirect) to provide reliable data for executive decision-making.  <b>Goal 3:</b> Establish a baseline for Social Media metrics to increase brand awareness of ACE and the LIC2. (Responsible Unit - ACE Marketing and Communications. Measurement - set of metrics with baseline values).</p>
<p><b>9 - Business and Entrepreneur Services</b></p>	<p>Business and Entrepreneur Services contributes to the division's mission by providing innovative education programs for small business owners and supporting their growth, while also working with career and technical education students to promote social and economic mobility through sector specific career services which align to real time labor market needs.</p>	<p><b>Goal 1:</b> To provide education and support services that contribute toward small business growth and promote positive economic impact for the local economy.  <b>Goal 2:</b> To provide career services that align with real time labor market demand and promotes successful post completion transition into the job market for all Career and Technical Education (CTE) students.</p>
<p><b>10 - Workforce Development</b></p>	<p>In partnership with the community and businesses, LaGuardia's Workforce Development programs prepare New Yorkers of all backgrounds for the changing world of work through industry-driven and student-centered training and connections to sustainable career pathways.</p>	<p><b>Goal 1:</b> Train and Bridge Jobseekers to Employment.  <b>Goal 2:</b> Train incumbent workers to advance their careers.  <b>Goal 3:</b> Create training to meet the identified needs of New York businesses.</p>

<b>Division of Student Affairs</b>		
<b>11 - Students' Rights and Responsibilities</b>	To educate, promote and ensure the management and maintenance of the College's Policy and Procedures on Student Conduct and Academic Integrity. To contribute to a College-Wide environment that supports and promotes Due Process as an essential tool for students to effectively exercise their rights.	<p><b>Goal 1:</b> Provide outreach, educational materials and advisement to students regarding the Student Code of Conduct, Due Process, Academic integrity and system wide processes.</p> <p><b>Goal 2:</b> Decrease risk behaviors through intervention and appropriate sanctioning.</p>
<b><i>Enrollment Management Services</i></b>		
<b>12 - Conversion Team and Student Information Center</b>	The mission of the Student Information Center and the Conversion Team is to support access and degree completion by connecting with our diverse prospective and enrolled student population, and providing relevant information and services paramount to their enrollment and success.	<p><b>Goal 1:</b> Strengthen the communication between LaGuardia and newly admitted students by reinforcing the messaging from other departments regarding student services and other matters that are critical to student academic progress and degree completion.</p> <p><b>Goal 2:</b> Work collaboratively with other departments to provide students with accurate information and resources that facilitate their enrollment process.</p> <p><b>Goal 3:</b> Advance Career and Workforce Development.</p>
<b>13 - Admissions</b>	It is the mission of the Office of Admissions to recruit and admit an academically eligible diverse student body who will become critical thinkers and socially responsible citizens to contribute to the college community and the society. Admissions staff are committed to ensuring that our student receive the equity and access required to achieve their academic goals.	<p><b>Goal 1:</b> Educate and inform prospective students about LaGuardia and assist with application process.</p> <p><b>Goal 2:</b> Create a logistical plan that maximizes our college visits and increases our exposure to new prospective student populations.</p>
<b>14 - Testing Services</b>	The mission of Testing Services is to administer the CUNY assessment tests ensuring the appropriate placement of students during their pursuit of a college degree while providing a secure testing environment responsive to documented accommodation needs and safeguarding the confidentiality of test results. Additionally, our office works with academic departments to ensure that students are placed in the appropriate developmental courses.	<p><b>Goal 1:</b> Provide placement testing to new incoming freshman, transfer and re-admit students in a secure testing environment.</p> <p><b>Goal 2:</b> Collaborate with Academic departments within Academic Affairs to re-test continuing students in developmental courses.</p> <p><b>Goal 3:</b> Offer Ability-to-Benefit (ATB) workshops and exams to new and continuing students as needed to satisfy their TAP eligibility. Workshops are a minimum of 20-hours per CUNY's policy.</p>



<b>Enrollment Management Services, cont</b>		
15 - Student Financial Services	Our mission is to provide financial aid information, and to advise students of the requirements and resources available to finance their education at LaGuardia Community College. Student Financial Services is committed to ensuring that all eligible students receive aid in a timely manner in accordance with federal, state and CUNY policies and regulations.	<p><b>Goal 1:</b> Provide students with information of the resources available to finance their education.</p> <p><b>Goal 2:</b> Educate students about the financial aid requirements to maintain eligibility and make progress towards their degrees.</p> <p><b>Goal 3:</b> Provide accurate financial aid payments for all programs to eligible students in a timely manner.</p>
<b>Progress and Completion</b>		
16 - Student Advising Services	The mission of Student Advising Services is to provide academic advisement to every student at each point on their path from admissions to graduation, to enhance their college experience, support their educational development, and contribute to their professional growth.	<p><b>Goal 1:</b> Provide academic guidance, navigate administrative processes, policies and protocols.</p> <p><b>Goal 2:</b> Inform students about their options regarding curriculum, degree planning, graduation requirements and campus resources.</p> <p><b>Goal 3:</b> Increase student enrollment by improving students' registration processes.</p>
17 - Center for Career & Professional Development	The Center for Career & Professional Development (CCPD) provides students and alumni the knowledge, skills, values and opportunities that are essential to fulfilling their career goals. Through partnerships with employers, faculty and staff, CCPD prepares students to take their job search into the 21st century and succeed in today's competitive job market.	<p><b>Goal 1:</b> Provide students professional development activities and engage them in pursuing career goals through career coaching and planning.</p> <p><b>Goal 2:</b> Provide students with opportunities to explore career options through networking opportunities and professional branding.</p>
18 - Transfer Services	Our mission is to engage, educate and empower students to make informed and holistic decisions about transfer, the transfer process and its opportunities while building collaborative partnerships.	<p><b>Goal 1:</b> Expand the Transfer Services' Service Delivery Model.</p> <p><b>Goal 2:</b> Expand Transfer Services' Staffing model.</p>

<b>Student Engagement</b>		
<p><b>19 - Early Childhood Learning Center</b></p>	<p>The Nationally Accredited Early Childhood Learning Center Programs Inc. provides high quality early childhood education to a diverse population of student parents and their children. The program provides families with the skills to become educationally proficient, socially responsible and economically valuable by providing developmental practices in a multi-cultural environment.</p>	<p><b>Goal 1:</b> Student parents will enhance their parenting skills.  <b>Goal 2:</b> Student interns will gain hands on classroom knowledge and become familiar with the curriculum.</p>
<p><b>20 - Office of Health and Wellness Services and OSD</b></p>	<p>The mission of the Health and Wellness Team is to support optimal physical and emotional health through literacy and accessibility utilizing a holistic approach for the purpose of retaining and graduating students.</p>	<p><b>Goal 1:</b> Equip students to complete their education by providing holistic support services.  <b>Goal 2:</b> Train faculty/staff to effectively identify, respond to, and support diverse student needs.  <b>Goal 3:</b> Provide opportunities for students to explore and discover basic knowledge, skills, and tools to help make healthy life choices.</p>
<p><b>21 - Campus Life/Recreation</b></p>	<p>The mission of Campus Life is to enhance the student experience by building a vibrant community. We are committed to training, developing and empowering students through programming and services which strengthen self-advocacy, analytical thinking, teamwork, physical health and a commitment to social responsibility.</p>	<p><b>Goal 1:</b> Organize campus-wide social and civic engagement initiatives to encourage student interaction and connection to the college environment.  <b>Goal 2:</b> Enhance the skills of emerging student leadership through opportunity, programs and trainings.</p>

Division of Administration		
22 - Human Resources	In support of the College's mission, we deliver customer focused, innovative services and solutions to attract, develop and retain a diverse and productive workforce. Our dedicated team holds itself accountable to provide our college community with a safe, inclusive and productive work environment where all faculty and staff can be developed to their highest potential, while creating learning opportunities for our students to become responsible global citizens.	<p><b>Goal 1:</b> Recruit and retain Diverse Workforce to meet needs of the College.</p> <p><b>Goal 2:</b> Provide training and development opportunities to managers and employees to develop their competencies and increase operational effectiveness.</p> <p><b>Goal 3:</b> Provide training and development opportunities to managers and employees to develop their competencies and increase operational effectiveness.</p>
23 - Finance and Business Office	The mission of the Office of Finance and Business is to deliver financial and administrative services to LaGuardia Community College's students, faculty and staff. Comprised of the Accounting, Accounts Payable, Budget, Bursar, and Purchasing offices, the Business Office complies with all rules and regulations, strives for maximum efficiency and transparency, and maintains the College's fiscal health in support of the College's mission to educate and graduate our diverse student body.	<p><b>Goal 1:</b> Reducing manual entries-integrating accounting and procurement into CUNYfirst.</p> <p><b>Goal 2:</b> Maintain participation of businesses owned by minority and women and disabled veterans in Procurement and service contracts.</p>
24 - Facilities Management and Planning	The mission of the Office of Facilities Management and Planning is to provide a safe, healthy facility designed, constructed and maintained to ensure student success.	<p><b>Goal 1:</b> Create flexible, state-of-the-art classrooms &amp; facilities to improve teaching and learning.</p> <p><b>Goal 2:</b> Provide user-friendly public spaces to accommodate the unique needs of our commuter students.</p>
25 - Public Safety	The LaGuardia Community College Public Safety Department provides a safe, secure, and comfortable environment that is conducive to learning and contributes to the core values of the college. Our staff embrace diversity, respects all constituents, and treats each individual with professionalism while maintaining the rules and guidelines.	<p><b>Goal 1:</b> Improve campus awareness and preparedness to maintain a safe campus.</p> <p><b>Goal 2:</b> Increase the use of the state-of-the-art technology and improve campus design features to ensure a safe campus environment.</p>
Division of Information Technology		
26 - The IT Division	The Information Technology (IT) Division provides innovative technology leadership and services to the support LaGuardia's curriculum and student success initiatives with a high a high level of service through reliable and sustainable technology resources that support the instructional and operational goals of the College.	<p><b>Goal 1:</b> Maintain a safe, efficient, reliable and secure information technology and associated physical environment that protects the confidentiality of the users and the security of their data from internal and external threats in administrative and academic facilities.</p> <p><b>Goal 2:</b> Partner with Student Affairs, Academic Affairs, Institutional Advancement, Administration, Adult &amp; Continuing Education to provide development and support of systems to increase operational efficiency and enhance the student experience.</p>



Division of Institutional Advancement		
27 - Marketing & Communications	<p>The Marketing and Communications Department (M&amp;C) develops and implements strategies supporting the achievement of LaGuardia's mission and goals for student recruitment, enrollment, education, retention and graduation. M&amp;C provides direction, expertise and oversight of marketing and communications to the College community and external audiences; assures adherence to LaGuardia's brand messaging and visual identity; and ensures communications are effective and efficient.</p>	<p><b>Goal 1:</b> Develop and implement marketing and communications strategies that increase the number of prospective and current students.</p> <p><b>Goal 2:</b> Support the Momentum goal of increasing the percentage of full-time freshmen students completing 30 credits in their first year.</p> <p><b>Goal 3:</b> Improve website and keep content relevant, current, easy to find, easy to understand and visually compelling to targeted prospective and current students.</p>
28 - External Affairs	<p>The mission of the External Affairs Department is to advance LaGuardia's strategic priorities by building relationships with and engaging elected officials and community partners which are able to provide resources and support to improve our campus facilities/services and contribute to our students' success.</p>	<p><b>Goal 1:</b> Working cross-divisionally, develop and implement a community engagement platform that will enable us to inventory, track and share information about community partners and current activities enabling us to function in a more targeted, coordinated, and college-wide basis.</p> <p><b>Goal 2:</b> Expand and deepen relationships with Queens elected officials, government agencies, local businesses and community-based organizations (CBOs). These relationships will support the College's strategic priorities including new recruitment strategies and enrollment, and expanding external experiential learning opportunities.</p>
29 - Development	<p>The Mission of the Development Department is to cultivate and develop enduring relationships with individual, corporate and institutional funders to raise financial support for students through the LaGuardia Community College Foundation. Additionally, the Development Department manages and distributes funds through current and new initiatives to enhance student success.</p>	<p><b>Goal 1:</b> Expand relationships required to fund the LaGuardia Community College Foundation programs through cultivation of existing and prospective board members and major donors.</p> <p><b>Goal 2:</b> Disburse funds raised through the LaGuardia Community College Foundation to provide financial support for scholarships, emergency funds, and new and existing enrichment programs for as many eligible student applicants as possible.</p>
President's Office		
30 - Compliance and Diversity	<p>The mission of the Office Compliance and Diversity at the LaGuardia Community College is to promote an academically enriching and supportive climate that allows all members of its community to thrive and succeed by fostering an environment of inclusion and respect: where all will thrive and grow as they recognize their value in an ever-changing global community.</p>	<p><b>Goal 1:</b> Recruit, employ, retain and promote a diverse faculty and staff.</p> <p><b>Goal 2:</b> Educate and train the College community regarding discrimination and sexual misconduct and foster an environment that encourages the reporting of these incidents.</p> <p><b>Goal 3:</b> Investigate complaints and reports of discrimination and harassment thoughtfully and impartially and provide timely and effective resolutions.</p>