Many Voices
One Vision

In the fall of 2008, a joint meeting of the President's Cabinet and the Provost's Council deliberated the issue of engaging in a strategic planning process. The decision to develop a new Strategic Plan was endorsed by the Institutional Planning Committee (IPC), and they produced a resolution to conduct a strategic planning process, which would include a new Mission, Vision, and Goals for the College of Staten Island.

The IPC is a committee of the College Council and comprises 12 members, six administrators appointed by the President and six academic members selected by the College Council. These individuals were asked to serve on the Steering Committee for the strategic planning process in their capacity as members of the College's Institutional Planning Committee.

The IPC was determined to provide a process that offered significant opportunities for participation by the entire College community. To this end, the process was designed to incorporate public distribution and review for each component of the plan.

Overall, the IPC reached out to more than 350 stakeholders to participate in focus groups that produced the elements of the Mission, Vision, and Values statements, and six Strategic Directions. Once the statements were drafted, they were circulated for feedback from focus group participants and the College community by email, on a discussion board site, and during a series of town hall meetings. Six separate town hall meetings were conducted to elicit feedback from faculty and staff. Using interactive technology, the College received and recorded more than 6,000 responses to questions relating to the planning process from approximately 245 individuals. Additionally, an online survey for campus-wide feedback on the Mission, Vision, and Values statements was used to garner the participation of approximately 645 faculty, staff, and students. The strategic planning discussion board, created on the strategic planning Website, continued to allow additional opportunity for campus community feedback and discussion.

In September 2010, after the new Mission, Vision, and Values statements and Strategic Directions were presented to the College Council, faculty, staff, and students were invited to join one of six committees, each charged with investigating specific areas of focus for one of the six Strategic Directions. More than 90 committee members were asked to examine best practices, benchmarks, and CSI's status with relation to these benchmarks. The committees were also asked to develop recommendations based on analysis of the information and alignment with the College's Mission and Vision. When the work of the committees was completed, the IPC analyzed the recommendations and drafted goals based on the work of the committees.

A completed draft of the Strategic Plan was posted on the strategic planning Website in April 2011, and all faculty, staff, and students were invited to provide comments and suggestions on the discussion board. Another series of campus-wide town hall meetings and focused meetings with faculty, staff, and student groups was conducted to elicit feedback from all campus constituents concerning the draft Strategic Plan. After the IPC considered all feedback, the Strategic Plan was finalized.

"Many Voices, One Vision," the College's new Strategic Plan, truly captures the inclusive, collaborative, and transparent nature of the entire strategic planning process. Our many powerful voices, combined with a shared vision of success, provide the framework for an exciting future for the College.

Sincerely,

Tomás D. Morales, PhD
President

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MISSION

Grounded in the Liberal Arts tradition, the College of Staten Island is committed to the highest standards in teaching, research, and scholarship. Drawing on the rich heritage of The City University of New York that has provided access to excellence in higher education since 1847, the College of Staten Island offers that same opportunity in New York City's Borough of Staten Island. The College is dedicated to helping its students fulfill their creative, aesthetic, and educational aspirations through competitive and rigorous under-graduate, graduate, and professional programs. We embrace the strength of our diversity, foster civic-mindedness, and nurture responsible citizens for our city, country, and the world.

VISION

The College of Staten Island will enhance the quality of its student-centered programs, research, scholarship, and creative works. The College will provide models for initiatives on technology, community, and our environment, as well as effective integration of programs, projects, and methodologies. CSI will develop a richer array of rigorous undergraduate and graduate degree offerings to better meet students' educational and professional aspirations. The College of Staten Island will expand its role in The Graduate Center and other cross-campus activities of The City University of New York. We will become an even more vibrant center of intellectual and cultural exchange. The College will be strengthened by increasing its ability to serve a diverse campus community. Through these accomplishments, the College of Staten Island will achieve greater regional, national, and international recognition.
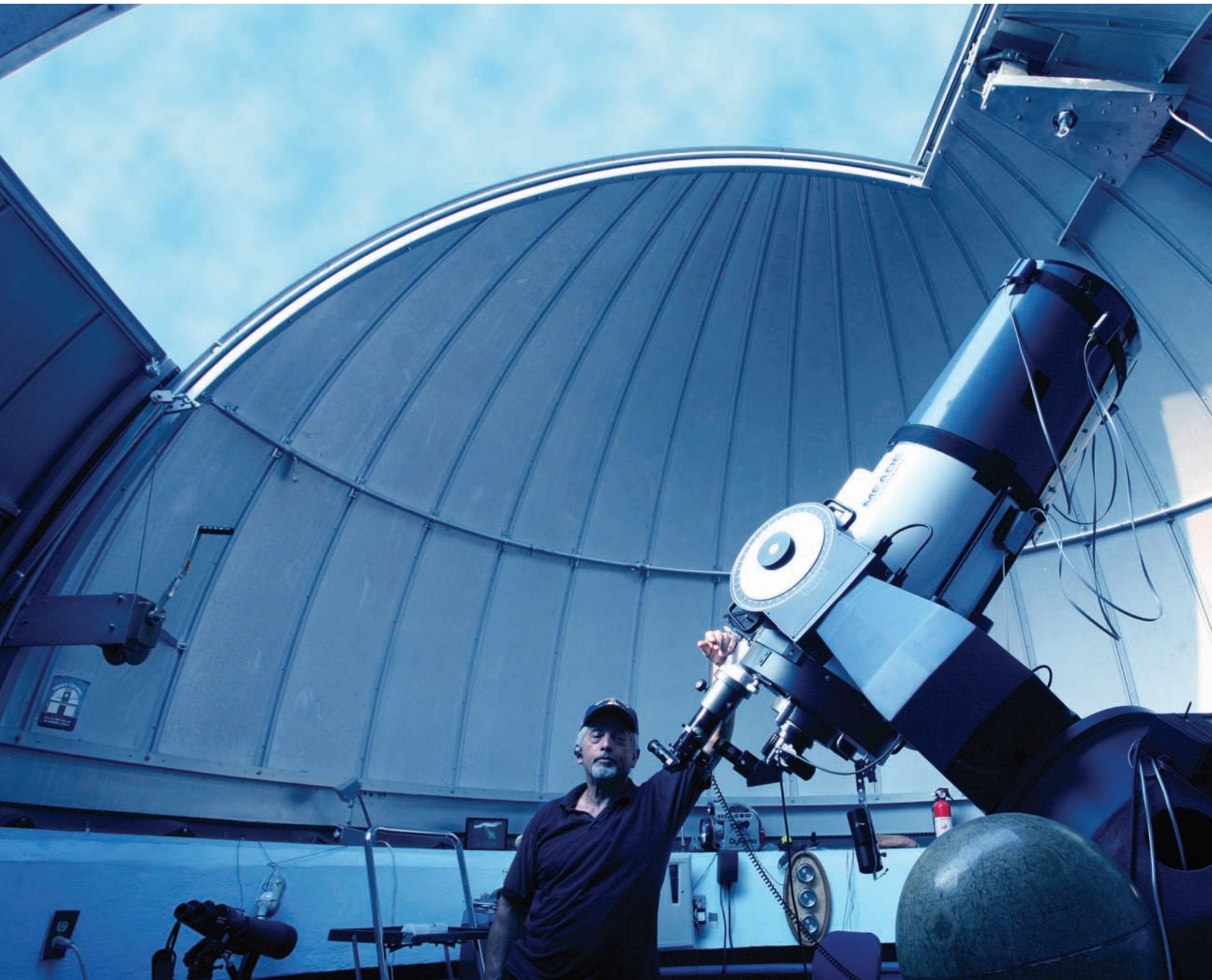
VALUES AND FUNDAMENTAL PRINCIPLES

Our campus community values:

EACH STUDENT

We nurture each student's intellectual growth, curiosity, and excitement in order to prepare students to function in a complex and dynamic world.
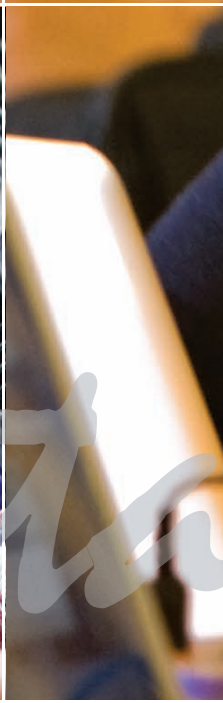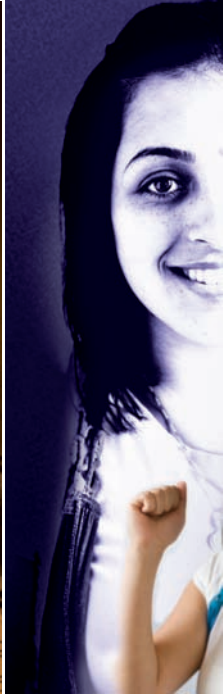
EXCELLENCE IN RESEARCH AND TEACHING

We set and meet high expectations in our academic programs through innovative and effective teaching, scholarship, and research. We strive to promote engagement among students and faculty.
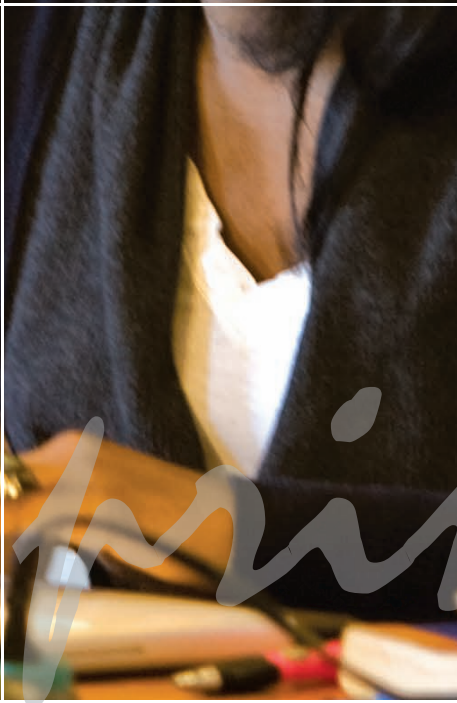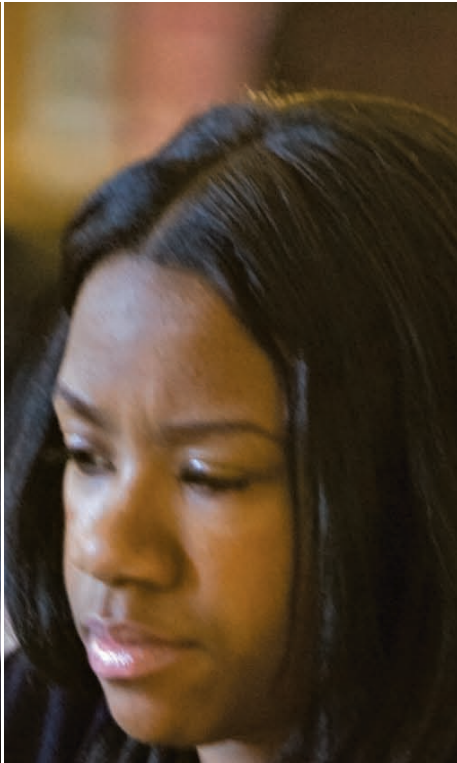
EXPERIENTIAL LEARNING

We believe it is essential to provide transformational curricular and co-curricular opportunities, such as service learning, study abroad, leadership development, undergraduate research and scholarship, and internships.

RESOURCEFULNESS

We take pride in our work ethic, our ability to solve problems, and our stewardship of resources.

COMMUNITY ENGAGEMENT

We actively work to instill the value of civic participation and are proud of our leadership role for Staten Island and beyond. We foster partnerships to address public issues and encourage involvement in community affairs.

Our fundamental principles:

DIVERSITY

Drawing from the richness of our diverse community, we incorporate multiple approaches to developing and encouraging the inclusion of various world views, cultures, and experiences into the fabric of our institution.
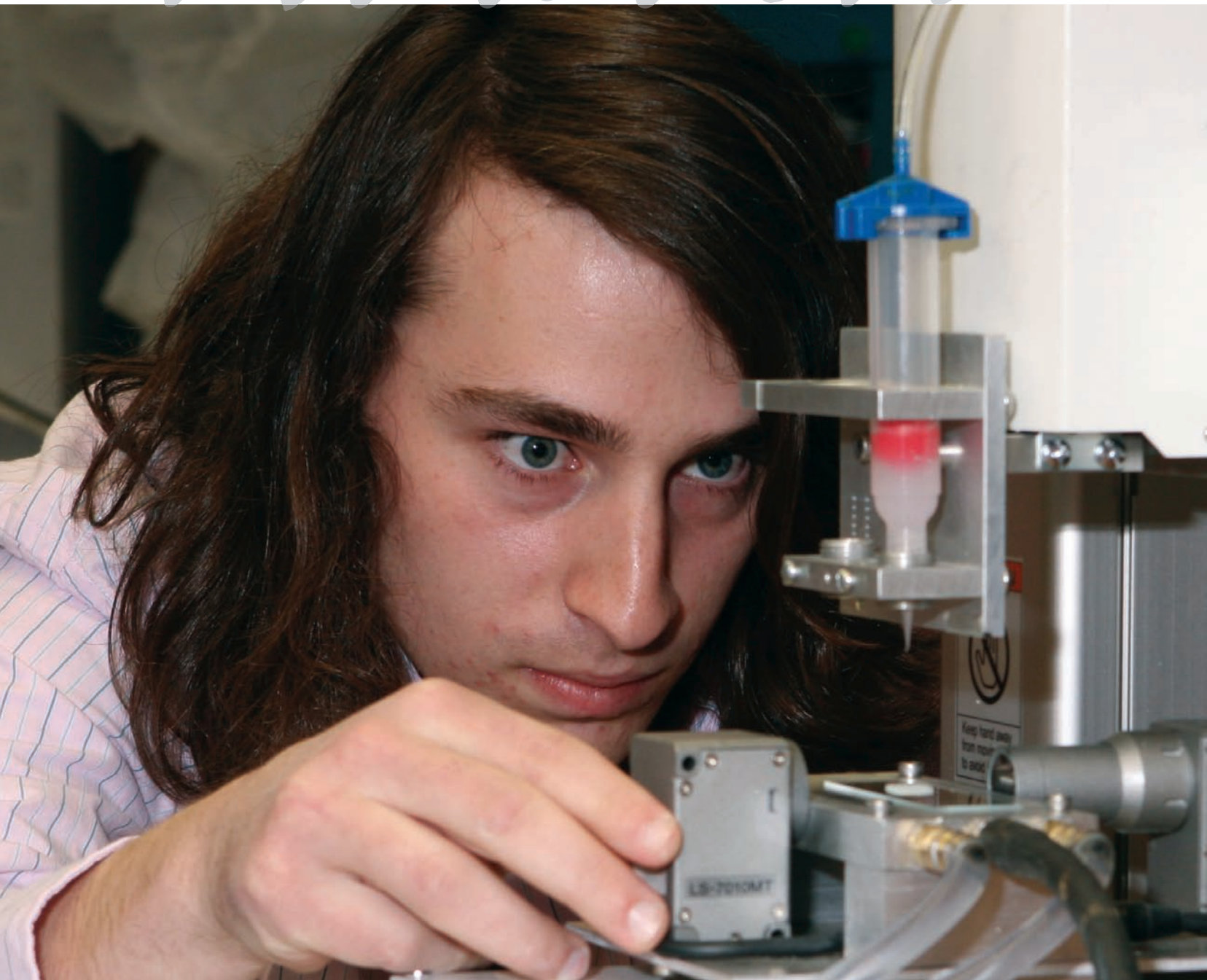
RESPECT

In our relationships with each other, we insist on mutual respect and thoughtful dialogue. We provide forums for the exchange of ideas informed by the techniques of critical analysis and the traditions of scholarly discourse.

INTEGRITY

We uphold the highest standards of honesty and fairness in our interactions with each other.

STRATEGIC DIRECTION 1

DEVELOP A RICHER ARRAY OF RIGOROUS UNDERGRADUATE AND GRADUATE DEGREE PROGRAMS THAT MEET STUDENTS' EDUCATIONAL AND PROFESSIONAL ASPIRATIONS.

A · Strengthen the organization of CSI's programs to serve the needs of students and the College.

Recommendations:

1. Consider two admission processes: one for students eligible for admission directly into the baccalaureate program and one for students who seek admission to associate programs.

2. Consider an administrative and instructional structure for students who enter the College but are not college-ready and need to take developmental courses.

3. Consider having various cohort-based learning community models for students who need to take developmental courses.

4. Consider expanding the College Now program by seeking external funding support in premier feeder high schools, with the goal of reducing the number of entering freshmen who need remediation.

5. Consider a restructuring of the academic division of the College from its current divisional structure to academic schools.

6. Consider creating additional individual academic departments consistent with our needs and those of other CUNY senior colleges.

B · Strengthen support for faculty in the teaching environment.

Recommendations:

1. Develop a comprehensive Faculty Center for Professional Development, incorporating existing centers, to work collaboratively with academic departments and interdisciplinary programs to develop initiatives, programs, and supporting activities to promote the professional development of all faculty at various stages of the professoriate.

2. Develop a ten-year plan, consistent with CUNY-wide goals, to search for and appoint faculty to achieve a 70% full-time faculty to 30% part-time faculty ratio, by expanding the number of full-time faculty.

3. Consider a strategy to increase the number of full-time faculty who teach developmental courses.

4. Develop an orientation program for adjunct faculty.

C · Strengthen current and develop new programs to attract and retain students.

Recommendations:

1. Conduct a scan of growth areas in higher education to inform departments considering new programs.

2. Support the development of a Center for Community Service Learning, Internships and Volunteerism to support faculty and staff who employ these learning pedagogies.

D · Strengthen the College's General Education program.

Recommendations:

1. Request and support a General Education Committee review of alternative practices in general education curricular requirements.

2. Adopt the goal of a significant increase of general education sections taught by full-time faculty.

3. Charge the General Education Committee to lead a College-wide initiative to implement University policy related to general education.

4. Request that the General Education Committee oversee the completion of an assessment of learning goals for all general education courses.

directions

STRATEGIC DIRECTION 2

ENHANCE THE QUALITY AND RECOGNITION OF RESEARCH, SCHOLARSHIP, AND CREATIVE WORKS FOR FACULTY AND STUDENTS.

A **Strengthen faculty recruitment and hiring at CSI.**

Recommendations:

1. Assess the current hiring process to ensure a diverse pool of applicants and higher yield of successful and nationally competitive searches.
2. Improve institutional support to specific needs and timelines of different disciplines, so searches are approved to begin and employment offers are made in a timely fashion.
3. Charge appropriate offices and committees with exploring ways to best present the College of Staten Island, its structure, mission, and the role of research in the institution to the candidates.
4. Allocate resources targeted to and commensurate with best practices and market conditions in each discipline (e.g., competitive salaries and start-up packages).

B **Improve the retention of faculty at the College.**

Recommendations:

1. Identify the reasons for attrition.
2. Define mentoring programs for junior faculty that include clear goals for success and continuing support and review.
3. Strengthen mid-career faculty through reassigned time and other means of support for research, scholarship, and service.
4. Expand the award opportunities available at CSI and apply them to faculty of all ranks.
5. Examine faculty reward structures.
6. Create policies and practices that address retention of underrepresented faculty.

C **Expand professional development for faculty.**

Recommendations:

1. Establish a Committee on Professional Development (CPD) to develop, promote, administer, monitor/oversee, and evaluate faculty professional development programs specifically tailored to the College's needs.
2. Provide financial support or other incentives for faculty development.
3. Identify, support, and provide additional incentives for inter-disciplinary collaboration.
4. Encourage, support, and provide incentives for collaboration with other institutions and industry.
5. Support faculty scholarly publications.
6. Provide support in grant seeking, grant writing, and grant administration.
7. Support faculty development through training in research-specific, modern computing technologies.

8. Regularly assess effectiveness of professional development policies.

9. Expand the opportunities for the scholarship and the practice of pedagogy, including a Faculty Center for Professional Development.

D Improve the environment that supports research and scholarship.

Recommendations:

1. Maintain and, when appropriate, expand reassigned time for faculty who are actively engaged in writing grants and papers, or for the execution of projects funded by external grants.

2. Improve incentives for faculty who mentor undergraduate students enrolled in special or independent studies courses.

3. Examine service expectations.

4. Consider more flexible policies to allow faculty with sufficient reassigned time to be completely released from classroom teaching on occasion.

5. Improve staffing of resource facilities that support research and scholarship.

6. Examine and develop a transparent indirect cost recovery distribution policy.

7. Award all money and reassigned time through transparent peer-based committee review.

8. Continue to expand holdings of the CSI Library in order to accommodate the increased need for resources related to research/scholarship/creative work/artistic performance.

9. Establish a procedure to identify current and potential "areas of excellence."

E Expand and support student research programs.

Recommendations:

1. Provide institutional leadership across disciplines to take advantage of external funding opportunities for student research.

2. Enable the development of faculty-student mentoring relationships.

3. Improve assessment of student research opportunities and achievements.

4. Improve outreach to students regarding research opportunities.

F Align facilities to support teaching resources.

Recommendations:

1. In consultation with the Campus Planning Committee, ongoing assessments should be conducted to determine efficient use of campus space.

2. In consultation with appropriate campus planning committees, explore repurposing inefficiently used spaces.

STRATEGIC DIRECTION 3

BECOME A MORE VIBRANT CENTER OF INTELLECTUAL AND CULTURAL EXCHANGE THROUGH COMMUNITY PARTNERSHIPS.

A Expand and engage the CSI community in support of the College's Mission, Vision, and Values.

Recommendations:

1. Make the campus a focal point and cultural hub of the College community and the community at large.
2. Increase opportunity for community-based research and public scholarship that draws upon the academic, cultural, political, social, and economic resources and institutions of Staten Island and the larger New York City area.
3. Strengthen existing international programs and initiatives and develop new ones aligned with faculty interests.
4. Expand the efforts of the Office of Continuing Education and Professional Development in alignment with academic programs, and in support of the CSI Mission, Vision, Values, and Strategic Directions.

5. Continue to expand CSI's leadership role on Staten Island, including K-12 education and allied health.
6. Increase awareness and visibility of CSI Centers, particularly by making research and information about initiatives available on Center homepages.
7. Increase student engagement with the CSI Centers and the community.
8. Increase funding to support faculty and student engagement.
9. Engage the community – CSI/CUNY/NYC/cultural groups/ networks and coalitions – in campus-hosted activities.

B Expand and improve CSI's reputation and capacity as a host.

Recommendations:

1. Continue programming that reflects the current mix of internal and external events on campus.
2. Develop conference planning protocols and coordination on campus.
3. Develop effective internal and external marketing strategies for cultural events on campus.
4. Publicize organizations and activities that support and reflect the College's fundamental principle of commitment to diversity.
5. Implement strategies to ensure the campus is aesthetically appealing, welcoming, and safe for visitors and the community.
6. Make enhancements to the campus to foster greater student, faculty, and staff participation in out-of-classroom experiences.

STRATEGIC DIRECTION 4

A **Improve academic advisement.**

Recommendations:

1. Add full-time advisers and faculty to strengthen and increase Academic Advisement's ability to provide quality service to the College's diverse population.

2. Create orientation programs for new students.

3. Improve advisement for all students, including new freshmen, transfer students, and undeclared and declared majors.

4. Implement a policy that requires at-risk students to attend and participate in support programs.

5. Make SPD 101 a requirement for all incoming first-year and transfer students.

6. Increase space to accommodate the growing number of students enrolling in immersion programs and using tutoring services consistent with the Master Plan.

7. Evaluate the midterm warning system and how it is used.

8. Institute weekly review sessions/study groups facilitated by a leader from the Supplemental Instruction and Tutors program assigned to multiple course sections.

B **Align facilities and staff to support expanding student services.**

Recommendations:

1. Create a permanent site for a One-Stop Student Services process consistent to the Master Plan.

2. Unify Academic Services. Academic Advisement and the Evening and Weekend Advisement Office should be co-located.

3. Increase funding for full-time and part-time counselors and support staff to accommodate increased participation in counseling support programing as a result of a stop code implementation.

4. Increase Counseling Center office space to accommodate new staffing levels and to create a comfortable, welcoming, and private environment for the anticipated growth in student uptake of services.

5. Develop a timeline and priorities for an integrated Residential Life program.

6. Plan for the implementation of campus life and Library facilities identified in the campus Master Plan.

C **Using identified best practices, expand and improve student support programs.**

Recommendations:

1. Expand and improve student orientation.

2. Improve student services using nationally identified best practices.

D **Improve Library resources to support teaching, learning, scholarship, and research.**

Recommendations:

1. Increase the size of the Library's monograph collection to approximately 800,000 volumes to keep pace with expansion of degree programs and achieve parity with peer institutions.

2. Increase the Library's allotment of the Student Technology Fee to assist in the expansion of electronic resources and services necessary to keep pace with technological changes in libraries, scholarly publishing, and higher education.

3. Consistent with the Master Plan's short-term and long-term priorities, increase the number of computer workstations available in the Library and across

the campus for online research and access to Library electronic resources, either by increasing the number of computers, laptops, and wireless devices available in the Library or, alternatively, by increasing computing resources campus-wide to alleviate the burden on computing resources in the Library.

4. Increase Library collaboration with teaching faculty to: integrate information literacy into the curriculum, raise the quality of student research and scholarship, and promote the use of Library resources and services.

5. Increase Public Safety presence.

E **Develop programs and activities that attract and support a diverse campus population.**

Recommendations:

1. Create a dialogue among campus selective and access programs to collaborate on diversity.

2. Create an environment where undergraduate and graduate students can interact and participate in selective activities and workshops.

3. Create new initiatives to attract and retain faculty and staff from traditionally under-served populations.

4. Create and develop a student-based forum where all students are able to share ideas and give recommendations for a more diverse campus community.

5. Continue to ensure that the campus is accessible to those with disabilities, including returning veterans.

6. Expand services to students, faculty, and staff from under-represented groups.

7. Recruit and support international students.

8. Continue to strengthen the policies and procedures that address acts of discrimination and bias.

F **Strengthen the student learning experience.**

Recommendations:

1. Make high-impact educational practices, such as service learning, internships, study abroad, critical analysis, and intercultural knowledge, an integral part of the curriculum.

2. Identify and promote the best pedagogical practices currently employed at CSI.

3. Continue to provide support for co-curricular activities at CSI.

G **In recognition of their central role, further integrate Higher Education Officers and other professional staff into the academic mission of the College.**

Recommendations:

1. In conjunction with the Higher Education Officers' Steering Committee, identify existing and new professional development opportunities for Higher Education Officers and other instructional and non-instructional staff.

2. Identify areas where there is a critical need to hire HEOs and professional staff essential to achieving the College's Mission.

STRATEGIC DIRECTION 5

POSITION THE COLLEGE TO ACHIEVE GREATER REGIONAL, NATIONAL, AND INTERNATIONAL RECOGNITION THROUGH ADVANCEMENT AND FUNDRAISING ACTIVITIES.

A | Use comparisons to regional and national benchmarks to showcase CSI programs and activities.

Recommendations:
1. Formalize and systematize reporting of materials/accomplishments from academic departments, programs, and services through chairs, Convocation materials, divisions, etc.

B | Improve and expand publicity and recognition for faculty, staff, and student achievements.

Recommendations:
1. Establish branding/identity standards to unify the College identity.
2. Conduct a staffing analysis of the Office of Marketing and Communications and related areas.
3. Communicate and enforce branding/identity standards.
4. Review and revise the College Website to effectively promote and advance the College in concert with the Web Committee of the Technology Steering Committee.
5. Develop a systematic way to internally and externally publicize the achievements of faculty, staff, and students.

C | Expand the role of alumni in the College.

Recommendations:
1. Conduct a study to evaluate alumni cohorts based on criteria such as giving history, affinity, geographic location.
2. Conduct a perception study of CSI among students, faculty, alumni, staff, and the community.
3. Expand affinity reunions.
4. Establish metropolitan, regional, and national alumni chapters (FL, CA, GA, etc.).
5. Expand activities, programs, offers, and opportunities to increase alumni engagement.
6. Develop more efficient and effective methods for capturing alumni data.
7. Establish an alumni pride campaign.
8. Develop ways to expand the role of alumni with students, through networking and mentoring.
9. Foster opportunities for alumni mentoring of students.

D | Assess and expand advancement and fundraising activities.

Recommendations:
1. Launch a fundraising campaign with a goal of $10 million.
2. Expand opportunities for direct giving.
3. Identify naming opportunities across campus.
4. Develop campaigns to increase the participation of young alumni, including recent grads.
5. Increase foundation grant submissions and requests for gifts.
6. Enhance online giving opportunities.
7. Expand outreach opportunities by involving faculty and staff, targeted programs, and community participation/visitation.

STRATEGIC DIRECTION 6

EXAMINE THE COLLEGE'S CURRENT AND POSSIBLE FUTURE USES OF TECHNOLOGY FOR A WIDE RANGE OF PURPOSES.

A **Create a Technology Steering Committee with broad constituency to cover campus-wide perspectives.**

Recommendations:

1. This committee would be in addition to the current standing committees for the Student Technology Fee and the Ad Hoc Faculty Senate Committee on Educational Technology and would include the following areas:
a. Web Committee
b. communications
c. emergency communications
d. C4 Committee
e. Academic Computing Committee
f. Research Computing Committee
g. Administrative Computing Subcommittee
h. Building Management Systems Subcommittee, HVAC power
i. Infrastructure Committee

B **Expand academic technology initiatives.**

Recommendations:

1. Expand use of Blackboard and other course management systems as they prove desirable.
2. Test a variety of course management systems for possible adoption.
3. Continue to support and train faculty in the use of academic technology.

4. Promote use of video conferencing and multimedia applications.
5. Increase faculty and student awareness of availability and training for use of the High-Performance Computing Center.
6. Support the Faculty Center for Professional Development's technology initiatives.

C **Improve training and raise awareness of existing technologies.**

Recommendations:

1. Increase Technology Help Desk awareness, training, and support.
2. Provide training at various levels throughout the year for faculty, including funding for adjunct training.
3. Develop a process to fund departmental investments in specific academic technology initiatives.

D **Expand and upgrade Smart classrooms and computer labs.**
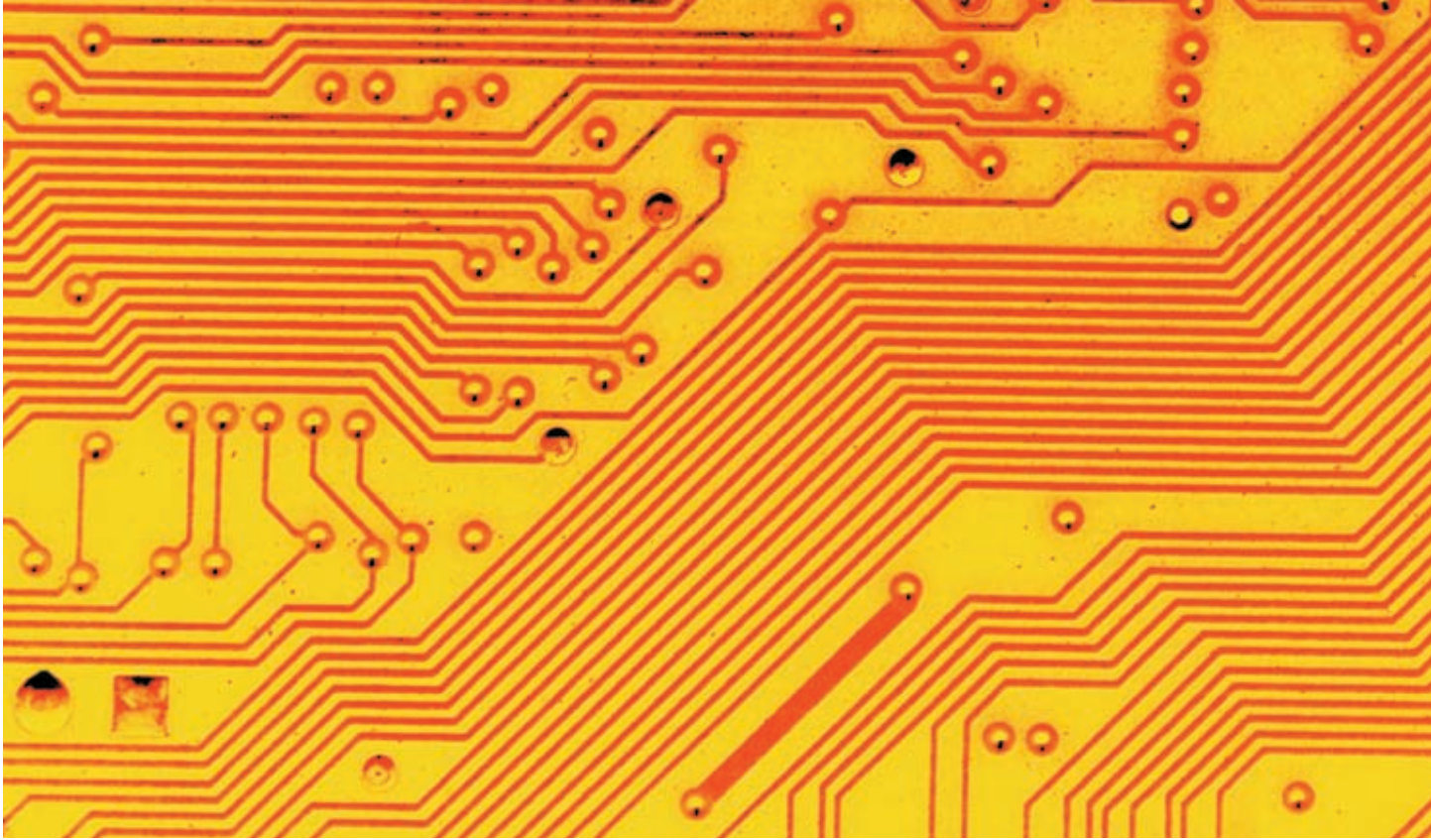
Recommendations:

1. Assess the results of the "Smart Classrooms Technical Support" survey from Spring 2010.
2. Develop and implement a four-year plan to upgrade hardware and software in identified labs.
3. Increase the number of computers available for student use in public areas and for student organizations.

E **Support research efforts through mini-grants and training.**

Recommendations:

1. Provide mini-grants similar to the Faculty Research and Student Research grants.
2. Expand and promote the Faculty Support Hotline offered through the Office of Technology.
3. Provide grants to faculty seeking to integrate the use of the HPC into their courses.
4. Develop a shared software licensing collaboration at CSI and CUNY-wide.

F **Expand the use of remote learning environments (hybrid, full online, etc.).**

Recommendations:
1. Evaluate the success of the CUNY Hybrid Initiative and other hybrid and online courses at CSI.
2. Provide a funding stream (mini-grants) to faculty for development of hybrid and online courses at CSI.
3. Provide training for students and faculty in the technology and course management software for remote learning environments.
4. Develop a student screening tool to support successful participation in such courses.

G **Continue to develop and improve administrative computing.**

Recommendations:
1. Complete the transition to use of CUNYfirst, preparing for time and budget demands.
2. Use scanners and other equipment for the transition to a paperless system.
3. Improve scheduling with the use of advanced technology tools.
4. Ensure information contained on academic Websites is consistent with College policies.

H **Update the College Website.**

Recommendations:
1. Create a subcommittee to inventory the needs of the College, research various models, and determine content responsibility and ownership of the Web, all in preparation for a redesign of the CSI Website. Include focus groups and surveys to collect feedback from the College community.
2. Establish a smaller working Web Policy Subcommittee to create and oversee policy, items on the Web, and items on homepages.
3. Use CUNYfirst to change the culture of the College community to be more Web-oriented and less email-oriented. Include training and faculty/staff orientations.
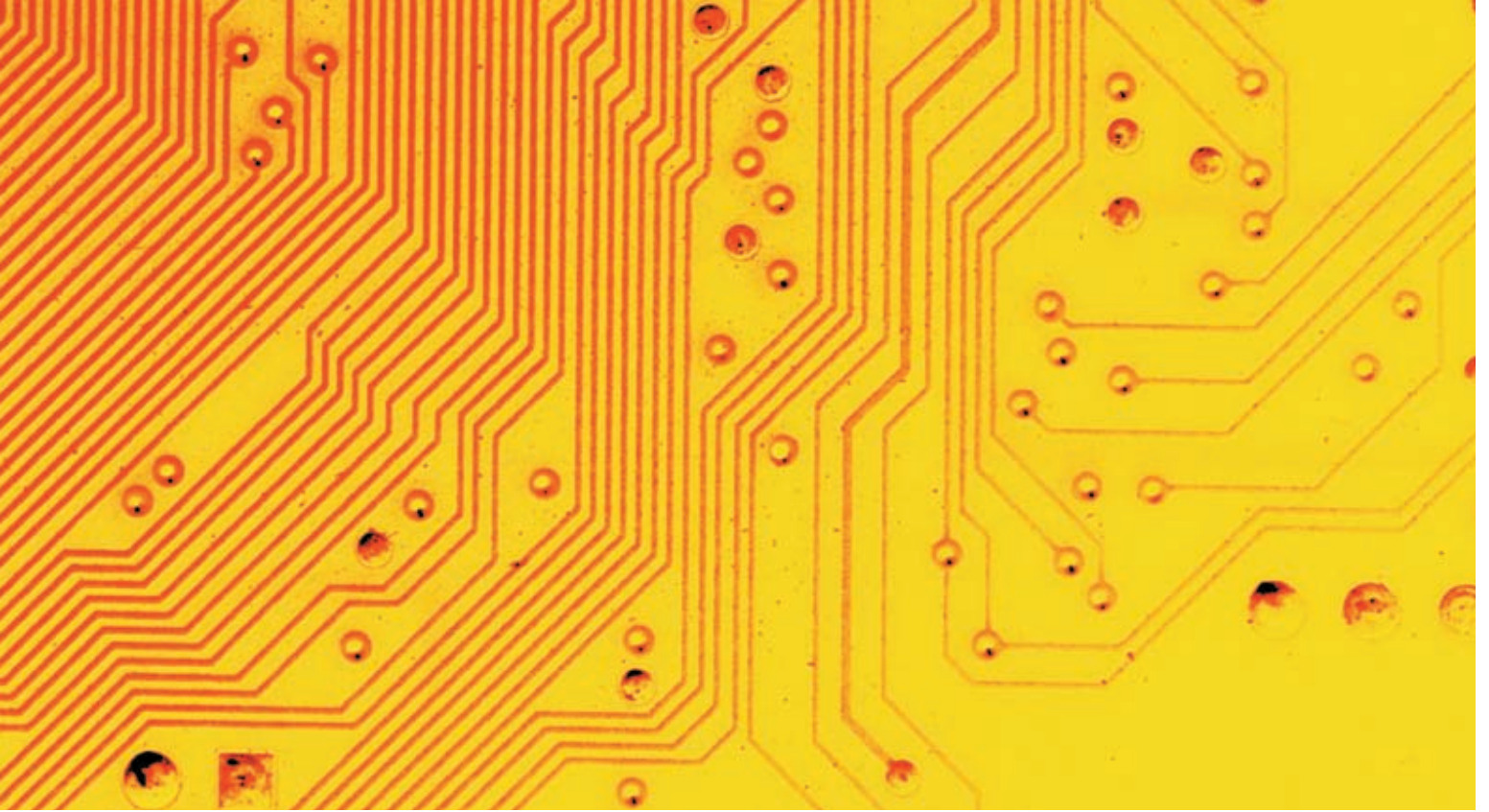
4. Encourage a change of culture in the College community to be more Web-oriented and less email oriented. Include training and faculty/staff and student orientations.

5. Raise awareness and provide training so all Web development and design, multimedia, and Rich Internet Application technologies adhere to Section 508 of the Rehabilitation Act.

6. Research speech recognition software applications.

7. Roll out CSI Today 2.0, and expand its connection to the CSI homepage.

I Support and improve campus communications.

Recommendations:

1. Through a survey, determine how students prefer to receive College communications.

2. Reduce the use of paper in student communications and the billing process.

3. Develop online templates for paper brochures.

4. Create a plasma screen network across campus to provide information, including emergency communications.

5. The institution will adhere to and regularly assess communication and assistive technology requirements for people with disabilities.

6. Include communications and the Library in continuity planning.

7. Use CSI Today to provide most College communications.

8. Define the role of the Task Force for Emergency Communications and Management with the Technology Steering Committee.

9. Prepare for changing communications technologies.

10. Create the College Committee of Campus Communicators (C4) to provide a forum to discuss marketing and communications at CSI.

J Continue to improve technology infrastructure.

Recommendations:

1. With a consultant, develop a five-year plan of action to update fiber-optics infrastructure to support future network applications.

2. Plan a redesign of the wired and wireless network.

3. Update network security.

4. Upgrade telephone systems and equipment, using consultants as necessary.

INSTITUTIONAL PLANNING COMMITTEE

Chair
Dr. Tomás D. Morales, President

Committee Members:

Dr. A. Ramona Brown
   Vice President for Student Affairs

Professor Richard Flanagan
   Political Science, Economics, and Philosophy

Dr. William J. Fritz
   Provost/Senior Vice President for Academic Affairs

Professor Ken Gold
   Education

Dr. Susan Holak
   Associate Provost for Institutional Effectiveness

Professor Wilma Jones
   Chief Librarian

Dr. Michael Kress
   Vice President for Technology Systems

Dr. Ann Lubrano
   Acting Associate Provost for Undergraduate
   Studies and Academic Programs

Professor Richard Gid Powers
   History

Professor Syed Rizvi
   Engineering Science and Physics

Professor John Verzani
   Mathematics

THE IPC *acknowledges and thanks*
MEMBERS OF THE COLLEGE COMMUNITY FOR THEIR WORK:

Dr. Jane Alexander, Engineering Science and Physics
Professor Cesar Arenas-Mena, Biology
Ms. Janice Awerbuch, Design Services
Professor Probal Banerjee, Neuroscience
Professor Maureen Becker, Physical Therapy
Professor Margaret Berci, Education
Ms. Holly Block, Recruitment/Admissions
Ms. Paulette Brower-Garrett, Academic Advisement
Mr. Gregory Brown, Student Life
Professor Ava Chin, English
Professor Soon Ae Chun, Business
Mr. George Concepcion, Office of Technology Systems
Ms. Gloria Cortopassi, Payroll
Ms. Julie Davelman, Student Services/SEEK
Professor Ashley Dawson, English
Professor Joseph Deodato, Library
Ms. Crystal Deosaran, Recruitment/Admissions
Professor Gordon Di Paolo, Business
Ms. Joanne D'Onofrio, Disability Services
Ms. Debra Evans-Greene,
     Office of the Dean of Science and Technology
Professor Arlene Farren, Nursing
Ms. Fran Fassman, Student Services/SEEK
Professor Maryann Feola, English
Ms. Elaine Flynn, New Student Orientation
Ms. Donna Garambone, Alumni
Professor Ismael Garcia-Colon, SASW
Ms. Kerri Gerson, Registrar's Office
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Professor Eileen Gigliotti, Nursing
Ms. Linda Gomez, Student
Ms. Sherry Heller, Business Office
Dr. Geoffrey Hempill, Career and Scholarship Center
Professor James Hladek, Engineering Science and Physics
Professor Qiao Sheng Hu, Chemistry
Professor Eric Ivison, History
Mr. John Jankowski, Center for the Arts
Professor Shi Jin, Chemistry
Professor Sylvia Kahan, PCA
Professor Ilya Kofman, Mathematics
Professor Athanasios (Tom) Koutavas,
     Engineering Science and Physics
Professor Edward Lehner, Education
Professor Andrew Leykam, Library
Professor Richard Lufrano, History
Ms. Qimei Luo, Student
Professor Irina Lyublinskaya, Education

Professor Michael Mandiberg, Media Culture
Mr. Philip Masciantonio, Student Life
Professor Dan McCloskey, Psychology
Ms. Marianne McLaughlin, CSI Association
Mr. Vernon Mummert, Athletics
Ms. Mary Murphy, Counseling Center
Mr. Paul Muzio, High-Performance Computing Center
Ms. Ellen Navarro,
     Continuing Education and Professional Development
Ms. Jessica Ng, Student
Mr. Samuel Ortiz, Student
Mr. Ralph Pagan, Student Services/SEEK
Professor Michael Paris, PEP
Ms. Doriann Pieve-Hyland, Office of Technology Systems
Professor Bertram Ploog, Psychology
Ms. Amy Posner, Multifaith Center, Hillel
Professor Krishnaswami Raja, Chemistry
Professor Dwight Richards,
     Engineering Science and Physics
Professor James Riddle, English
Professor Irving Robbins, Engineering Science and Physics
Professor Linda Roccos, Library
Professor Terry Rowden, English
Mr. James Saccardo, Environmental Health and Safety
Mr. Jose Saltos, Student
Professor Herbert Schanker, Computer Science
Professor Vivian Shulman, Education
Professor Patricia Smith, English
Ms. Jolanta Smulski, Student
Ms. Ellen Stark, Academic Affairs/Provost's Office
Professor Mohammad Talafha, Mathematics
Ms. Joyce Taylor, Deputy to VP for Technology Systems
Professor Allen Tesdall, Mathematics
Mr. Chris Tingue, Center for International Service
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Professor Christina Tortora, English
Ms. Wandy Tse, Office of the Registrar
Mr. Jason Turetsky, Academic Support
Professor George Vachadze, PEP
Professor Jesenko Vukadinovic, Mathematics
Professor Stephen Wollman, Mathematics
Professor Cindy Wong, Media Culture
Professor Takeshi Yagihashi, PEP
Mr. Robert Yurman, Public Safety
Professor Sarah Zelikovitz, Computer Science
Professor Ying Zhu, Media Culture
Professor Alan Zimmerman, Business

COLLEGE OF STATEN ISLAND | **STRATEGIC PLAN** | 2011-2016

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