

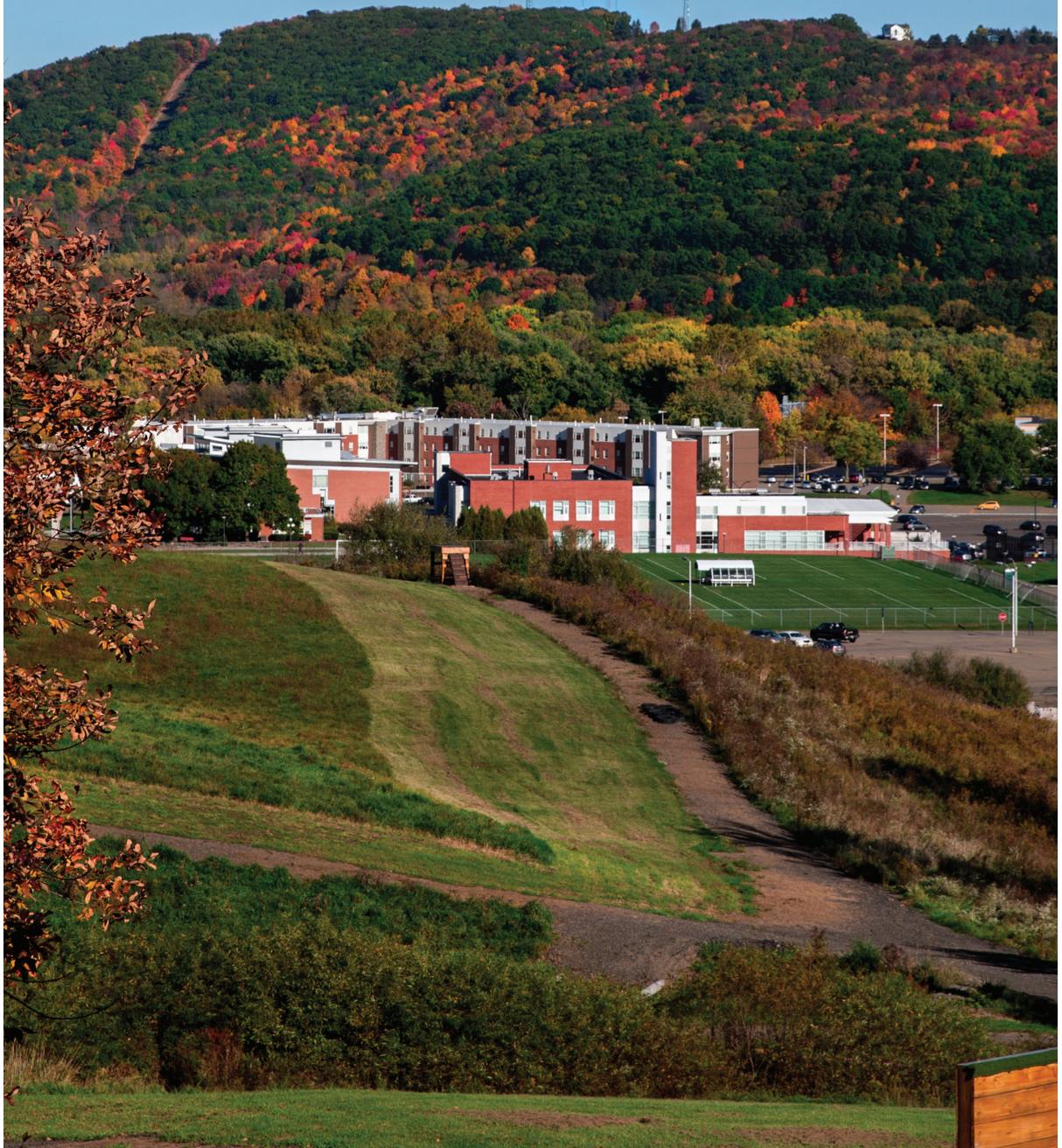
SUNY BROOME



Strategic Plan

ANNUAL REPORT

2018 - 2019



2018-2019 Strategic Plan Accomplishments (2017-2022 Strategic Plan)

Office of Institutional Effectiveness

1. Diversity and Inclusion

- a. **Campus Life:** Generated opportunities for students to engage with and develop an appreciation for diversity by increasing outreach efforts to non-traditional and distance students, student athletes, and for students in the Student Village. Numerous programs were offered on and off campus (e.g. Blood Drives, Mammogram Mobile, Oneonta Diversity Conference, Community Health Screenings, Binghamton University Alumni of Color Panel, Wheel of Diversity, I am Not My Hair, Jorean Lunar's New Year, Diversity and Cookies, Multicultural Night, Viva Latino!, Sushi Making, Origami Night, LGBTWho, Veterans Day Ceremony, SUNY's Got Your Back). The Multicultural Resource Center was opened in Spring 2019.
- b. **Educational Opportunity Program (EOP):** 75% of the 2018 students Summer Advancement Academy were in good standing at the end of their first academic year, which exceeded the established benchmark. The persistence rate is 83%, which exceeds the 70% established goal. 50% of this cohort earned a grade of C or better in a college level math course on their first attempt. 78% earned a C or better in ENG 110 on their first attempt. All of these findings exceeded program benchmarks, demonstrating positive outcomes for this program.
- c. **Health and Safety:** Participated in the Martin Luther King Job Fair in 2018 and 2019. Due to constraints on Civil Service hiring, Public Safety needs to see opportunities to encourage diverse populations to take their Civil Service exam. Will continue to research how diverse populations can be reached to do this in the next academic year.
- d. **Human Resources:** Nepotism policy was created, approved by the BOT, and implemented to address issues related to the safety and well-being of all faculty and students. The Amorous Relations Policy was revised and approved by the BOT to eliminate conflicts of interest that may arise out of the close affiliation with another faculty, staff, or students. In this next academic year, HR will be working on updated the Sexual Harassment Policy and creation of a Background Check Policy.
- e. **Institutional Effectiveness:** Hired a staff member of a diverse background to aid in increasing the diverse employee pool in the IE Office.
- f. **International Education:** A new transfer agreement with the University of Celaya was developed and approved by BPS division. An opportunity for a faculty-led program via International Education Endowment funding was available, but not carried out. In the future, student participation will be encouraged so that programs related to global awareness may be carried out.
- g. **Office of the VP for Student Affairs:** Offered nine professional development webinars: "Suicide & Foreseeable Violence to Others", "Enrollment Management", "Peter Lake on Duty of Care", "Working with Parents & Families of Students with Disabilities", "Student Retention and Satisfaction", "Race and Ethnicity in Higher Education", "Implementing Universal Design to Create an Inclusive Classroom", "Addressing Hate on Campus: Strategies for Responding to the Rise in Bias and Hate Incidents on College Campuses", and "Reaching Minority Students on College Campuses"
Offered three distinguished lectures and lunch & learn lectures: Lunch & Learn Lecture

on "Healthcare Disparities in the Black Community" with Barry Watson and Julia Hastings. Distinguished Lecture with Betty Reid Soskins, the nation's oldest Park Ranger. "Career Panel: Preparing for a Career and Career Opportunities in Health Care." during Black History Month.

2. Teaching & Learning

- a. **Campus Life:** Experiences to help students learn and grow within and outside the classroom were offered throughout the year. The Student Activities Director attended numerous classroom sessions, student athletes participated in a fall and spring orientation in which Title IX, bystander behavior, and sexual assault prevention and reporting trainings were facilitated. Ellie Hogg was hired to serve as an Intervention Specialist and who utilized Starfish, receiving an award for her usage.
 - b. **Continuing Education & Workforce Development:** During the last academic year, 59 classes were offered, of which 31 ran.
 - c. **Educational Opportunity Program (EOP):** 18% of EOP students earned a cumulative GPA of 3.0 or better in the 2018-2019 academic year, exceeding the established goal of 15%. 72% of students in the EOP program enrolled in the fall 2018 semester returned to the spring 2019 semester, which exceeded the goal of 70%, demonstrating strong persistence of student success within this program.
 - d. **Faculty-Student Association:** Textbook Committee has forwarded recommendations to CAI to implement Follett Discover in fall 2019. This helps students to look up necessary books and supplies for their courses.
 - e. **International Education:** While a 10% increase in number of students enrolled at partner institutions was not met due to Becalos funding reduction, a new program, the YEAR program and CBYX program allowed enrollment numbers from 2017 to be maintained. 10 new Becalos participants; two YEAR participants; one CBYX participants were enrolled during this academic year. Will continue to work on increasing the number of applications for new programs.
 - f. **General Education:** All general education courses on the revised assessment plan have been mapped to Broome ILOs, SUNY Gen Ed requirements, and MSCHE general education standards. Assessment plans and schedules have been submitted.
 - g. **Academic Affairs:** Programs are working on mapping courses to Program Learning Outcomes and PLOs to Institutional Learning Outcomes.
 - h. **Office of the VP for Student Affairs:** Collaborated with Health Sciences and Environmental faculty to ensure students participated in one Lunch and Learn, one distinguished lecture and one career panel event.
- ## 3. Fiscal, Program Development & Infrastructure Sustainability
- a. **Bachelor Partnership Center:** established an office at SUNY Broome in the Continuing Education Office and have hired a full-time advisor to help increase numbers of students pursuing a bachelor degree partnership.
 - b. **Campus Life:** Furniture replacement plan is being updated with costs from Savoy, Athletes of the Week were featured by-weekly using fliers, home games advertised on the Swarm and Google calendar, and athletic accomplishments tweeted in an effort to increase we presence.
 - c. **Continuing Education & Workforce Development:** Established a solder training program to help certify people as IPC-J-TD solders. While this program was developed, it did not run this past year. CE is looking into a grant to help offset the cost of the

program and will do a marketing campaign to advertise the program. Supported 2 new businesses through the EAP program.

- d. **Faculty Student Association:** A monthly food advisory committee meets to discuss requests and concerns related to the dining experience on campus. The FSA is reworking the food court in the dining area for better customer flow. Reports that students are not attending these monthly meetings; as they would like student input, is considering moving meeting time/day to be better attended by students.
- e. **Accounting I:** Asset Acquisitions totaled 56 with a cost of \$3,073,666 and were transferred to the Plant fund. Continues to follow purchasing guide; lines to meet fiscal needs of the college. Federal and State quarterly tax reports filed correctly, along with timely tax deposits. Will work on cross-training of staff.
- f. **Payroll:** Annual raises, paid longevity, lump sum payments were applied in accordance with contracts. Rates were changed for health, dental, and vision, according to contracts, with health insurance opt out paid. New faculty orientation payment implemented. Management Confidential employees were changed to hourly rate based on BOT resolution. Trained and began using new NYSLRS online reporting system.
- g. **Finance Office:** College received an unmodified opinion for audit of the 17-18 year, completed in 18-19 with no material weaknesses and no findings. Received confirmation receipts from outside agencies, demonstrating compliance. Office continues to monitor compliance throughout the year; Assistant Controller will perform internal control and compliance testing proactively. Will be implementing a customer service survey this next academic year to solicit feedback from end users.
- h. **Copy Center:** Exceeded the goal of completing 5,000 requests for the spring 2019 semester by completing 6900 print requests via interoffice, walk-up window, and email. Will be implementing a customer feedback survey this next academic year to solicit feedback from end users.
- i. **Health and Safety:** Continuously works to improve student access to Health Services. An increase from 8 to 22 visits utilizing Taxi Service for off campus medical needs was seen. The office continues to achieve a high rate of student satisfaction with a 95% rating on a student satisfaction survey. Only a limited number of surveys were received and only from Student Housing students. While there was a decrease in satisfaction from last year, Public Safety will try to broaden the scope of the survey to better assess any biases and will reach out to Student Housing students to determine how to best meet their needs.
- j. **Information Technology:** In process of implementing a campus user awareness program to educate campus and prevent security breaches; completed a campus security risk assessment developed by SUNY. Examining computer lab usage to better assist with scheduling needs for courses.
- k. **Office of the VP for Student Affairs:** Increased/realigned fiscal and human resources to ensure the effectiveness and sustainability of departments and programs: redefined student activities fee allocation; worked with the Vice President of Administration and Finance to address some of the auxiliary program shortfalls; hired a Rights and Responsibilities Conduct Officer; relocated the Student Activities Director so that the position is closer in proximity to the student leaders and the Resources Center; signed a MOU so that graduate interns can serve and learn in the community college environment. Secured institutional funding for reimbursement to FSA. Secured external funding opportunities that support division initiatives: PEP Squad.

- l. **SEO: MARCOM:** 4 programs using the targeted program rubric were selected and each mini-marketing campaign was tracked to determine increases in enrollment. An additional set of programs for targeted marketing has been selected and funded for 3 months to allow for consistent promotion in the next academic year.
 - m. **Student Accounts:** Met its 1/31/19 deadline by completing the 1098T process with forms mailed to students prior to 1/31/19 and the IRS file uploaded and accepted prior to the deadline.
- 4. Student Support and Success**
- a. **Academic Advising:** Advised 340 students via email during the 18-19 year. Based on survey feedback, of a 65% approval rating, they will encourage students to complete the Starfish Intake form to increase outreach services provided and will personalize emails so that students feel they have made a connection with an advisor (vs. advising dept.)
 - b. **Campus Life:** To foster student success and growth by providing meaningful opportunities, Campus Life offered numerous events within the Student Village (e.g. Henna Tattoos, a BBQ, Student Assembly Candidate Forum, Trivia Night with the Tutors, Welcome Back Movie, and a Haunted House). Events and fliers were advertised for campus events to communicate campus life events with students.
 - c. **Tutoring Center:** 100% of students reported that the Tutoring Center helped them with their course work. Due to the low response rate (6 students) surveys will be distributed at varying times for the next assessment period and the survey will be expanded upon to better capture additional data points to help better assess student's tutoring experience.
 - d. **Writing Center:** There was a 97.8% satisfaction rate with a survey administered to students who utilize the Writing Center, in which they were asked, "After my session, I have a clear plan of action to make progress with my writing."
 - e. **Office of the VP for Student Affairs:** Served as a resource in best practices for student development, services for students and engagement of students. During the past year Dr. Ross served as a SUNY Guided Pathways Coach, which has allowed access to ideas and best practices that can support the mission of the college.
 - f. **Student Success Squad:** SSS students persisted at a rate of 71%, an increase from the rate of 67% from the previous academic year, and exceeding the 65% benchmark. 71% of SSS students are in good academic standing at the end of the '18-'19 academic year. This remains slight dip over last year (2017-2018 rate was 72%), but exceeds the benchmark of 70%. 24% of SSS students have tentatively graduated within 3 years, not meeting the 30% benchmark. Data was collected from Banner; however, degrees have not yet been certified; data collected from applications for degree and information received from students in their exit interviews was inputted into Student Access for analysis in developing this figure, which will be verified in fall when National Student Clearinghouse has been updated.
 - g. **Teaching Resource Center:** Reviewed one online course per division using the digital OSCQR Rubric and Action Plan. BUS 111, CST 105, CLT 207 Y01, and PSY 234 were reviewed with feedback provided to faculty to make courses more accessible, reorganization, and improve student engagement, as necessary. Microsoft Workshops including office and excel were offered to the campus. The TRC will continue to review online courses utilizing the rubric and work with faculty to implement BlackBoard Ally to increase accessibility score.

5. Civic, Community Engagement, and Service-Learning

- a. **Campus Life:** To create opportunities for SUNY Broome members to increase their awareness of and appreciation for being a socially just individual, events such as SUNY's Got Your Back, Gala for ASFP, Community Health Screenings, and a Public Transportation Information Session were held, with events advertised throughout campus.
- b. **Civic, Community Engagement & Service Learning:** Hosted 5 events this past year (Legislative Priorities for Broome County; Impending Legislation on NYS Legalization of the Recreational Use of Marijuana; NY 22 Congressional Debate Watch in collaboration with the League of Women Voters, WSKG, Apalachin Alumnae Chapter of Delta Sigma Theta Sorority, Inc., and Binghamton University to host the NY 22 Congressional Debate between Claudia Tenney and Anthony Brindisi.; Adverse Childhood Experiences Conference in collaboration with Teacher Education and Early Childhood department; and a screening of a WSKG documentary on local area food insecurity in collaboration with WSKG to encourage community engagement and civic discourse.
 - o Continued efforts with the Literacy Legacy Project with local area partners and supporters (County Executive Jason Garnar, Assemblywoman Donna Lupardo, BAE Systems, Family Enrichment Network, Building Brighter Futures for Broome coalition, Lourdes Hospital, Wilson Hospital, Four County Library system, Binghamton University, Staples, Carr Printing, the California Grill, all local area school districts, BT/BOCES, and WSKG:
 - o To date, procured \$80,000 in grant money to work toward creating a culture of literacy in Broome County.
 - o Developed and executed One Book Initiative Programs with the Children's Reading Connection – distributing over 8,000 books to children in Broome County to-date
 - Baby's First Book
 - The Preschool Book
 - Welcome to Kindergarten
- c. **Office of the VP for Student Affairs:** Hosted a Lunch and Learn series for the students and community, successful partnership with Union Endicott High School: Lunch with the Law Program and partnership with PEP SQUAD and TNT; served on Binghamton University Town and Gown Committee; sponsored Men of Excellence program with community members; sponsored PEP SQUAD to distinguished lectures.

6. Strategic and Continuous Improvement

- a. **Campus Life:** To better assess Campus Life impact and to improve on the ability to make informed decisions, staff attended numerous conferences throughout the year and sought student feedback after several events. Due to budget and low enrollment concerns, the unit did not reach out to area high schools, but is planning on doing this moving forward, with budget money set aside for Athletics to aid in recruitment efforts.
- b. **Institutional Effectiveness:** Invested in the professional development opportunities on campus to support assessment efforts. IE Dean provided training in the fall of 2018 to IESP committee members on the basics of outcome assessment. Training provided to committee in spring 2019 on provision of feedback on administrative unit outcome assessment results. Implementation of Nuventive assessment software for administrative units summer 2019.
- c. **Office of the VP for Student Affairs:** Professional development opportunities have been availed and participation encouraged to team members in addition to hosting division get together twice per year. Professional development opportunities through webinars that have

- been shared with the campus community, oftentimes with members outside of the division serving as host for the webinar. In cooperation with Academic Affairs, reassigned Continuing Education to the Academic Affairs Division with the goal of the department having more seamless support in order to meet the workforce development needs of Broome County. Secured the support of Student Assembly for the restructuring of student activities funds. Identified a space for student engagement and service. Working with Institutional Research, sought to correct the variables within the system so that a more accurate analysis can be done with identifying cohorts.
- d. **SEO: MARCOM:** Movement away from Brand Awareness campaigns, except for where required for PR/information strategies, towards campaigns that result in specific Lead Capture. This will help set KPIs and determine true ROI for enrollment purposes. Lead Capture campaigns include the use of Facebook, Slate, and Constant Contact and each campaign collected leads to monitor effectiveness. The first Lead Capture campaign resulted in 58 captured leads, the second 85, and the third 26. The benchmark of at least 50 leads per semester was partially met and data showed that those campaigns with a specific reward were especially productive.
 - e. **SEO: Registrar's Office:** Provided divisional deans with enrollment reports for each department for the purpose of planning and monitoring registration and enrollment activity. Reports were provided on a weekly, semester and then a comprehensive one for all semesters of the academic year. These reports will continue to be produced for Enrollment Services to be used by academic deans, academic departments and finance office. Appropriate codes were developed and used for tracking final high school transcripts, or the equivalent. After documentation was devised, staff were trained on how to track transcripts and code student records accordingly. Reports were developed to monitor the matriculation status and high school transcript receipt status for our applicants. In the summer of 2018 2 students, Fall 2018 17 students, winter 2019 0 students, and spring 2019 5 students were found to be missing their final high school transcripts by the start of the semester. These student's matriculation status was changed to non-matriculated for compliance purposes; therefore, all matriculated students met the standard of having their final transcripts on file. Transcript training documentation will continue and weekly reports will continue to be generated to ensure students are in compliance with their matriculation status and final transcript receipt status. Process, policies, and documents will be reviewed on a regular basis to ensure compliance.