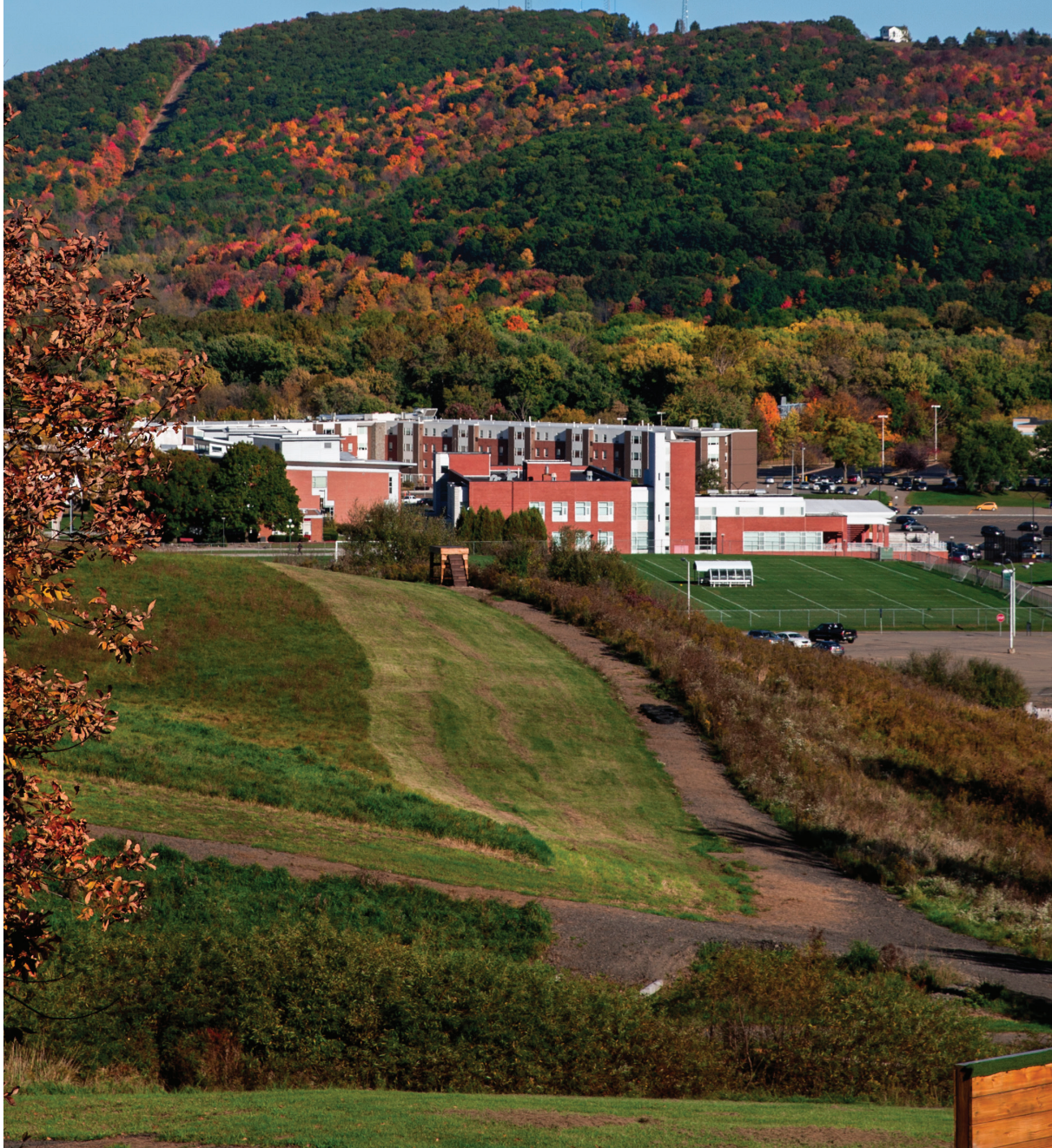# SUNY BROOME

Strategic Plan

ANNUAL REPORT
2020 - 2021

Strategic Goal 1: Diversity & Inclusion

20-21 Accomplishments

SUNY Broome Community College 2017 - 2022 Strategic Goals and Objectives

Vision: Learning today, transforming tomorrow.

Mission: SUNY Broome Community College supports all members of the learning community by creating access to inclusive, diverse educational experiences. Success is achieved through the provision of innovative academics, transformative student support, and meaningful civic & community engagement.

We realize our mission by fostering an environment that exemplifies the college's institutional goals to the highest quality.

Strategic Goal 1:

DIVERSITY AND INCLUSION: Foster the essential connections among diversity, equity, and inclusion in all of the college's endeavors.
Goal 1 Demonstrate commitment to diversity and inclusion by making SUNY Broome an increasingly engaged, culturally responsive, socially responsible and equitable place to learn, teach, work, and live.

Diversity and Inclusion - Strategic Objective 1 - Increase intentionality in leadership that demonstrates commitment to diversity and equity through governance, budget, and institutional practices

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Generate opportunities for students to engage with, and develop an appreciation for, the diversity present within and outside of SUNY Broome.
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of outreach efforts focused on non-traditional students, distance education students, and students who have family members they are responsible for, as well as professional development opportunities engaged in by Campus Life staff to increase their cross-cultural competencies. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/21 Targets o All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. - The grant-funded Family Empowerment program coordinated out of the DOS Office served a cohort of 19 single parent students. 2. Campus Life staff pursued external trainers to facilitate two training sessions via virtual platforms, both were conducted in collaboration with PTODI. (Capital Riots with BU's Lea Webb and Cornell's Jarvis McCowin; and Law Enforcement & The Chauvin Verdict with BC Sheriff's Sammy Davis) (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** 1. The Family Empowerment program will complete Year 3 of a three-year grant-funded program, intended to build a resources and support network for single-parent students. 2. Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative diversity- related programming efforts, such as PTODI, and the EIT workgroup. **What did you learn about your unit through this assessment cycle?:** At least one diversity-related outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:**	**Action Plan:** 1. To help increase URM student engagement include placement of a Binghamton University MSW grad student who will be housed in the Multicultural Resource Center and charged with recruiting PEP Squad members (a leadership club targeting female students of color) and developing/implementing DEI programming in collaboration with other campus Life areas and PTODI. 2. Campus Life has obtained an institutional membership to Campus Pride so that we may access the Campus Pride Index, an LGBTQ national benchmarking tool that will assist us with creating a safer and more inclusive campus community. This online tool allows

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Means of Assessment	Results	Action Plans
o External trainers who are available to facilitate training sessions via virtual platforms were pursued and at least one other campus constituency will be invited to collaborate on this effort, such as PTODI. **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf CampusLife AY2020-21 Final Report.pdf	CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf Campus Life for Aug 21 BOT Report.pdf	prospective students, families, and those interested in higher education to search a database of LGBTQ-friendly campuses that have come out to improve the academic experience and quality of campus life. Our goal is to work towards a five-star rating in this database in AY 2021-2022. (07/30/2021) **Budget/Resource Implications:** Membership in Campus Pride is an annual fee that will need to be added to the annual Student Activity Fee budget. A budget line to cover expenses for diversity-related student engagement opportunities needs to be sustained - and built upon - annually.

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 1: Diversity & Inclusion

Foster the essential connections among diversity, equity, and inclusion in all of the college's endeavors.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Expand the recruitment and retention of diverse	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** In order to attract a more diverse pool of applicants,

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 1: Diversity & Inclusion

Means of Assessment	Results	Action Plans
faculty, staff, and administration. • Implement recruitment and outreach efforts for a more diverse workforce through researching and developing a list of diverse outreach outlets for recruitment processes. * **Benchmark:** A list of diverse outreach outlets for recruitment purposes is developed.	The college hired one URM full-time Assistant Professor in the STEM division and one URM full-time Assistant Professor in the Nursing Division during the 2020-2021 academic year. Five additional diversity locations were added for recruitment, including: Inside Higher Ed, The Chronicle of Higher Education, NASPA, Diverse Education. Com and the American Culinary Federation. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The college will continue to work towards achieving the action plan established in the SUNY ProDigy grant, which includes increasing hiring of a diverse workforce and expanding the diversity of recruitment outlets. **What did you learn about your unit through this assessment cycle?:** Fiscal challenges and the lack of free diversity recruitment sites limit the number of recruitment outlets that have been pursued; however, we recognize the need to pursue additional funding outlets for this purpose and will include this as a goal for the next year.	fiscal resources are necessary to be allocated for this purpose. Additional avenues of advertising positions and/or other recruitment efforts, such as search firms or diversity work fairs will be explored in the next year. (07/30/2021) **Budget/Resource Implications:** Fiscal resources to attract a more diverse pool of applicants.

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Provide leadership and partnership with campus constituents. Create and maintain an infrastructure that supports diversity and inclusion in the college's living, learning, and working environment.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Data Related - Identify and address issues impacting URM students. Define issues impacting persistence of URM students. Share issues with offices as appropriate, create programs/services to address impacting issues.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No systemic issues impacting URM students was collected. Anecdotal information impacting student success and persistence was related to COVID-19 whether directly or through family, finances, and one's inability to successfully transition to the remote environment. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:**	**Action Plan:** In collaboration with Institutional Research, assess URM success and satisfaction. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
* Benchmark: Identify 3 of the most common impacting issues for students.	Continue to seek opportunities to collect information from students. **What did you learn about your unit through this assessment cycle?:** During the COVID period, it was/ is difficult to connect with students in order to collect information. Concerns have been collected informally during various activities. When students return opportunities will avail.	
Program/Project Implementation - Create opportunities and partnerships of engagement for the external Broome community. Evidence opportunities and partnership of engagement activities with external community - inclusive of webinars offered and programs. *** Benchmark:** Execute 1 partnership with the external Broome community.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CDO serves on two external committees related to DEI: Binghamton University MPH Advising Board and Chamber of Commerce Diversity, Equity and Inclusion Committee. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to identify and serve on community boards as time permits. **What did you learn about your unit through this assessment cycle?:** Having personnel support will allow for more opportunities for engagement with external community.	**Action Plan:** Continue to identify formal and informal opportunities to engage with DEI work externally. (06/04/2021)
Program/Project Implementation - Enhance and evidence PRODIG program and enhancements. *** Benchmark:** Creation of PRODIG faculty pipeline.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PRODIG faculty pipeline is evidenced in the Faculty Fellows Program. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The fellows program will be launched this fall. **What did you learn about your unit through this assessment cycle?:** It is hoped the fellows program will yield interested candidates that begin to adjunct in the Fall. During COVID, it was challenging to bring the committee together but all have reviewed the program and it is ready to be executed.	**Action Plan:** Identify partner institutions for the fellows program and begin outreach. (06/04/2021)
Audit Reports - Lead the PTODI and assess the effectiveness of PTODI. *** Benchmark:** 75% of PTODI membership will indicate the task force is making a difference for the college.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No assessment of membership took place. Members were asked about commitment to serving on the task force. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Although no assessment of the effectiveness of the membership took place. Once the	**Action Plan:** Asses the perception of effectiveness of the Task Force. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
	group reconvenes, will begin to collect the goals and desired outcomes of the group. **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Members have responded to their desire to continue to participate. Those that have not responded will not be invited to serve in the new year. **What did you learn about your unit through this assessment cycle?:** The Task Force focus must be on working and not solely discussions. It has been challenging to work because some do not volunteer to do the hands-on work. Hence the call for new membership and redefining the role of the Task Force.	

Diversity and Inclusion - Strategic Objective 2 - Increase the recruitment, retention and graduation of underrepresented students

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Generate opportunities for students to engage with, and develop an appreciation for, the diversity present within and outside of SUNY Broome.
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of outreach efforts focused on non-traditional students, distance education students, and students who have family members they are responsible for, as well as professional development opportunities engaged in by Campus Life staff to increase their cross-cultural competencies. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/21 Targets o All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. o External trainers who are available to facilitate training sessions via virtual platforms were pursued and at least one other campus constituency will be invited to collaborate on this effort, such as PTODI. **Related Documents:**	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. - The grant-funded Family Empowerment program coordinated out of the DOS Office served a cohort of 19 single parent students. 2. Campus Life staff pursued external trainers to facilitate two training sessions via virtual platforms, both were conducted in collaboration with PTODI. (Capital Riots with BU's Lea Webb and Cornell's Jarvis McCowin; and Law Enforcement & The Chauvin Verdict with BC Sheriff's Sammy Davis) (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** 1. The Family Empowerment program will complete Year 3 of a three-year grant-funded program, intended to build a resources and support network for single-parent students. 2. Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative diversity- related programming efforts, such as PTODI, and the EIT workgroup. **What did you learn about your unit through this assessment cycle?:** At least one diversity-related outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf Campus Life for Aug 21 BOT Report.pdf	**Action Plan:** 1. To help increase URM student engagement include placement of a Binghamton University MSW grad student who will be housed in the Multicultural Resource Center and charged with recruiting PEP Squad members (a leadership club targeting female students of color) and developing/implementing DEI programming in collaboration with other campus Life areas and PTODI. 2. Campus Life has obtained an institutional membership to Campus Pride so that we may access the Campus Pride Index, an LGBTQ national benchmarking tool that will assist us with creating a safer and more inclusive campus community. This online tool allows prospective students, families, and those interested in higher education to search a database of LGBTQ-friendly campuses that have come out to improve the academic experience and quality of campus life. Our goal is to work towards a five-star rating in this database in AY 2021-2022. (07/30/2021) **Budget/Resource Implications:**

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Means of Assessment	Results	Action Plans
[CampusLife Fall 2020 Interim Report (2).pdf](#) [CampusLife AY2020-21 Final Report.pdf](#)		Membership in Campus Pride is an annual fee that will need to be added to the annual Student Activity Fee budget. A budget line to cover expenses for diversity-related student engagement opportunities needs to be sustained - and built upon - annually.

Admin - Educational Opportunity Program (EOP)

Goal: Students with GPA of 3.0 and above.

15% of EOP students will earn a GPA of 3.0 and above.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 08/28/2017

Means of Assessment	Results	Action Plans
Data Related - Utilizing a final grade report, we will calculate the percentage of students who earn a cumulative GPA of a 3.0 or better by Spring of the give academic year. *** Benchmark:** 15% of EOP students will earn a cumulative GPA of a 3.0 or better **Resource Requests:** Continued tutoring support for EOP student above and beyond what the College provides.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 26% of EOP students earned a cumulative GPA of a 3.0 or better by Spring 2021 (06/03/2021) **What did you learn about your unit through this assessment cycle?:** We are glad to see that we were able to meet this goal despite the unprecedented barriers to success faced by students due to the COVID 19 pandemic. We plan to survey the students to see what they perceive to be the things that positively impacted their academic success this academic year.	**Action Plan:** Action Plan We plan to do the following in order to continue to see gains in this area: 1) Highlight and inform EOP pre-freshmen about the academic standards by which they are being evaluated against. Part of what we explain is the GPA scale, what it is and how it can impact their academic success as well as their financial aid 2) Highlight and celebrate the

Admin - Educational Opportunity Program (EOP)

Goal: Students with GPA of 3.0 and above.

Means of Assessment	Results	Action Plans
		academic accomplishments of EOP students. This will include writing stories about those students for the College's website, sharing academic statistics about the program with the students, celebrating and highlighting the accomplishments of EOP students at the EOP Graduation and Academic Award reception and by nominating high achieving students who scholarships and awards both locally and SUNY wide. 3) Continue to advertise the importance of tutoring and encourage attendance at the EOP weekly study sessions. 4) EOP Counselors will continue to work with students in their one to one meetings, to focus on their academic standing and how it may impact their financial aid, ability to graduate and transfer. (06/03/2021)

Goal: Summer Advancement Academy Participant Persistence

75% of EOP students who attend the Summer Advancement Academy will persist from Fall to Spring
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 08/12/2018

Means of Assessment	Results	Action Plans
Data Related - Using the EOP Roster,	**Reporting Period:** 2020 - 2021	**Action Plan:** 1) We will continue to

Admin - Educational Opportunity Program (EOP)

Goal: Summer Advancement Academy Participant Persistence

Means of Assessment	Results	Action Plans
we will calculate the percentage of students who persist from fall to spring by SAA co-hort *** Benchmark:** 70% **Resource Requests:** Funding to continue to provide the EOP Summer Advancement Academy to incoming EOP pre-freshmen	**Conclusion:** Benchmark Met 81% of SAA 2020 Participants persisted from Fall 2020 to Spring 2021 (03/29/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We believe that our ability to meet this benchmark is largely due to the intrusive advisement model EOP employs beginning with the EOP Summer Advancement Academy and continuing throughout the academic year. We plan to continue to revise our summer program experience with an eye toward student success and to continue to provide wrap around support system for our students. **What did you learn about your unit through this assessment cycle?:** The COVID-19 pandemic has had a detrimental impact on our students. Many of our students do not do well in an online academic environment even with the help and support of EOP. Our goal is to revise this year's summer program experience learning from any gaps we experienced from the 2020 cohort. Namely. we understand that it is not enough to show students how to do something, we need to give them opportunity to demonstrate what they have learned. This puts them in the drivers seat and provides for the practice they sorely need in an online environment.	review and revise our EOP admissions strategies to ensure that we are accepting a diverse student demographic who are economically and academically disadvantaged but have the grit and resiliency to succeed in a college environment. 2) We will continue to review and revise the EOP Summer Advancement Academy to ensure that students are getting the things they need and gaining the understanding needed to have a successful transition to college. 3) We will continue to look at best practices as they relate to the planned activities of an EOP summer program. Best practices are often gathered from our EOP peers across the state. 4) We will continue to advocate for the appropriate level of funding needed to implement a successful EOP summer program. 5) We will continue to work with campus partners to ensure that students will be exposed to vital campus resources beyond EOP. 6) We will continue to work with the SAA EOP Writing and Math Bridge coordinators to ensure proper placement into math and English classes. (07/06/2021)

Admin - Educational Opportunity Program (EOP)

Goal: Summer Advancement Academy Participant Persistence

Means of Assessment	Results	Action Plans

Admin - Health Sciences Division

Goal: 4: Provide dynamic educational experiences to students and invest in professional development for faculty and staff.

Provide dynamic educational experiences to students and invest in professional development for faculty and staff.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Review, update, and add new affiliation agreements as needed. *** Benchmark:** Affiliation agreements reviewed, updated and added as needed. **Resource Requests:** Chairperson time to review agreements and update. Secretarial or other additional support resources to maintain database.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Agreements reviewed and updated. (08/09/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Provide tracking resources and support for review of agreements in need of updating. **What did you learn about your unit through this assessment cycle?:** Tracking of affiliation agreements requires support from multiple departments and legal review which can be time consuming. **Related Documents:** Affliliation report - 2021 August 9.xlsx	**Action Plan:** Evaluate current resources assigned to tracking and updating affiliation agreements. (08/09/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Provide leadership and partnership with campus constituents. Create and maintain an infrastructure that supports diversity and inclusion in the college's living, learning, and working environment.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
Data Related - Identify and address issues impacting URM students. Define issues impacting persistence of URM students. Share issues with offices as appropriate, create programs/services to address impacting issues. *** Benchmark:** Identify 3 of the most common impacting issues for students.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No systemic issues impacting URM students was collected. Anecdotal information impacting student success and persistence was related to COVID-19 whether directly or through family, finances, and one's inability to successfully transition to the remote environment. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to seek opportunities to collect information from students. **What did you learn about your unit through this assessment cycle?:** During the COVID period, it was/ is difficult to connect with students in order to collect information. Concerns have been collected informally during various activities. When students return opportunities will avail.	**Action Plan:** In collaboration with Institutional Research, assess URM success and satisfaction. (06/04/2021)
Program/Project Implementation - Create opportunities and partnerships of engagement for the external Broome community. Evidence opportunities and partnership of engagement activities with external community - inclusive of webinars offered and programs. *** Benchmark:** Execute 1 partnership with the external Broome community.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CDO serves on two external committees related to DEI: Binghamton University MPH Advising Board and Chamber of Commerce Diversity, Equity and Inclusion Committee. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to identify and serve on community boards as time permits. **What did you learn about your unit through this assessment cycle?:** Having personnel support will allow for more opportunities for engagement with external community.	**Action Plan:** Continue to identify formal and informal opportunities to engage with DEI work externally. (06/04/2021)
Program/Project Implementation - Enhance and evidence PRODIG program and enhancements. *** Benchmark:** Creation of PRODIG faculty pipeline.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PRODIG faculty pipeline is evidenced in the Faculty Fellows Program. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The fellows program will be launched this fall. **What did you learn about your unit through this assessment cycle?:** It is hoped the fellows program will yield interested candidates that begin to adjunct in the Fall. During COVID, it was challenging to bring the committee together but all have reviewed the program and it is ready to be executed.	**Action Plan:** Identify partner institutions for the fellows program and begin outreach. (06/04/2021)
Audit Reports - Lead the PTODI and	**Reporting Period:** 2020 - 2021	

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
assess the effectiveness of PTODI. *** Benchmark:** 75% of PTODI membership will indicate the task force is making a difference for the college.	**Conclusion:** Benchmark Met No assessment of membership took place. Members were asked about commitment to serving on the task force. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Although no assessment of the effectiveness of the membership took place. Once the group reconvenes, will begin to collect the goals and desired outcomes of the group. **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Members have responded to their desire to continue to participate. Those that have not responded will not be invited to serve in the new year. **What did you learn about your unit through this assessment cycle?:** The Task Force focus must be on working and not solely discussions. It has been challenging to work because some do not volunteer to do the hands-on work. Hence the call for new membership and redefining the role of the Task Force.	**Action Plan:** Asses the perception of effectiveness of the Task Force. (06/04/2021)

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: 20-21: Development of New Housing Recruitment Materials

In collaboration with Admissions and Housing, develop marketing and recruitment materials to assist housing recruitment, increase applications/interest, and increase diversity in enrollments from URM communities.
[Aligns with AA Goals 1.1, 1.2]
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/07/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Implement marketing based on targeted advertising. *** Benchmark:** Work with ad agencies (Riger) to target populations/demographics, pulling data based on zip codes, and purchasing a list buy of mailing	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met MarCom purchased targeted mailing addresses for postcard marketing campaign. A postcard was developed in-house and mailed to 11,613 NYC addresses in late May 2021. (07/30/2021) **What did you learn about your unit through this assessment cycle?:** A challenge was content collection from the department. The postcard we ended up sending out was not the original idea, but ended up being a great alternative. We were also running up against time - we	**Action Plan:** MarCom will continue to utilize data analytics from Riger to inform targeted marketing. (08/02/2021)

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: 20-21: Development of New Housing Recruitment Materials

Means of Assessment	Results	Action Plans
addresses in those communities.	needed to get these designed, printed, and mailed before high school students graduated in June. Positive achievement - we were able to quickly and effectively come up with an alternate plan for this project when the original plan was not achievable. MarCom worked together very quickly to make this design, project development, and mailing happen. **Related Documents:** SV Traditional Size Postcard 2021_2.pdf SV 2021 Postcard Campaign Summary.pdf	

Diversity and Inclusion - Strategic Objective 3 - Expand the recruitment and retention of diverse faculty, staff and administration

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Generate opportunities for students to engage with, and develop an appreciation for, the diversity present within and outside of SUNY Broome.
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of outreach efforts focused on non-traditional students, distance education students, and students who have family members they are responsible for, as well as professional development opportunities engaged in by Campus Life staff to increase their cross-cultural competencies. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/21 Targets o All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. o External trainers who are available to facilitate training sessions via virtual platforms were pursued and at least one other campus constituency will be invited to collaborate on this effort, such as PTODI. **Related Documents:**	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. - The grant-funded Family Empowerment program coordinated out of the DOS Office served a cohort of 19 single parent students. 2. Campus Life staff pursued external trainers to facilitate two training sessions via virtual platforms, both were conducted in collaboration with PTODI. (Capital Riots with BU's Lea Webb and Cornell's Jarvis McCowin; and Law Enforcement & The Chauvin Verdict with BC Sheriff's Sammy Davis) (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** 1. The Family Empowerment program will complete Year 3 of a three-year grant-funded program, intended to build a resources and support network for single-parent students. 2. Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative diversity- related programming efforts, such as PTODI, and the EIT workgroup. **What did you learn about your unit through this assessment cycle?:** At least one diversity-related outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf Campus Life for Aug 21 BOT Report.pdf	**Action Plan:** 1. To help increase URM student engagement include placement of a Binghamton University MSW grad student who will be housed in the Multicultural Resource Center and charged with recruiting PEP Squad members (a leadership club targeting female students of color) and developing/implementing DEI programming in collaboration with other campus Life areas and PTODI. 2. Campus Life has obtained an institutional membership to Campus Pride so that we may access the Campus Pride Index, an LGBTQ national benchmarking tool that will assist us with creating a safer and more inclusive campus community. This online tool allows prospective students, families, and those interested in higher education to search a database of LGBTQ-friendly campuses that have come out to improve the academic experience and quality of campus life. Our goal is to work towards a five-star rating in this database in AY 2021-2022. (07/30/2021) **Budget/Resource Implications:**

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Means of Assessment	Results	Action Plans
CampusLife Fall 2020 Interim Report (2).pdf CampusLife AY2020-21 Final Report.pdf		Membership in Campus Pride is an annual fee that will need to be added to the annual Student Activity Fee budget. A budget line to cover expenses for diversity-related student engagement opportunities needs to be sustained - and built upon - annually.

Admin - Human Resources

Goal: Diversity Recruitment

Implement recruitment and outreach efforts for a more diverse workforce through researching and developing a list of diverse outreach outlets for recruitment processes.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021, 2021 - 2022
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Data Related - Data and documentation received from the applicant tracking system (Interview Exchange). Expand the list of available diversity outreach locations for all searches. *** Benchmark:** Two URM employees will be hired. Five additional outreach diversity locations will be added to the current list.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We hired one URM full-time Assistant Professor in the STEM division and one URM full-time Assistant Professor in the Nursing Division since the Fall of 2020. We have added five (5) additional diversity locations as follows: Inside Higher Ed, The Chronicle of Higher Education, NASPA, Diverse Education. Com and the American Culinary Federation. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Even with the challenges due to COVID-19 with the College hiring freeze, and the reduction in employment search we were able to add five (5) additional diversity sites and will continue to	**Action Plan:** We will continue to search for additional diversity sites which can be accessed by a larger population. (07/02/2021) **Budget/Resource Implications:** Inasmuch as most of the diversity sites are not free to advertise and have significant costs associated with their advertising, it continues to be a challenge for most departments to have the funds available to use additional diversity sites.

Admin - Human Resources

Goal: Diversity Recruitment

Means of Assessment	Results	Action Plans
	search for additional options in the 2021-2022 academic year. **What did you learn about your unit through this assessment cycle?:** Facing additional fiscal challenges with the Voluntary Separation Incentive Program in conjunction with the COVID-19 pandemic issues, we continue to strive to increase the diversity outreach list for all external searches.	

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 1: Diversity & Inclusion

Foster the essential connections among diversity, equity, and inclusion in all of the college's endeavors.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Expand the recruitment and retention of diverse faculty, staff, and administration. • Implement recruitment and outreach efforts for a more diverse workforce through researching and developing a list of diverse outreach outlets for recruitment processes. *** Benchmark:** A list of diverse outreach outlets for recruitment purposes is developed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The college hired one URM full-time Assistant Professor in the STEM division and one URM full-time Assistant Professor in the Nursing Division during the 2020-2021 academic year. Five additional diversity locations were added for recruitment, including: Inside Higher Ed, The Chronicle of Higher Education, NASPA, Diverse Education. Com and the American Culinary Federation. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The college will continue to work towards achieving the action plan established in the SUNY ProDigy grant, which includes increasing hiring of a diverse workforce and expanding the diversity of recruitment outlets. **What did you learn about your unit through this assessment cycle?:** Fiscal challenges and the lack of free diversity recruitment sites limit the number of recruitment outlets that have been pursued; however, we recognize the need to pursue additional funding outlets for this purpose and will include this as a goal for the next year.	**Action Plan:** In order to attract a more diverse pool of applicants, fiscal resources are necessary to be allocated for this purpose. Additional avenues of advertising positions and/or other recruitment efforts, such as search firms or diversity work fairs will be explored in the next year. (07/30/2021) **Budget/Resource Implications:** Fiscal resources to attract a more diverse pool of applicants.

Admin - Office of the Vice President for Student Affairs

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Provide leadership and partnership with campus constituents. Create and maintain an infrastructure that supports diversity and inclusion in the college's living, learning, and working environment.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Data Related - Identify and address issues impacting URM students. Define issues impacting persistence of URM students. Share issues with offices as appropriate, create programs/services to address impacting issues. *** Benchmark:** Identify 3 of the most common impacting issues for students.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No systemic issues impacting URM students was collected. Anecdotal information impacting student success and persistence was related to COVID-19 whether directly or through family, finances, and one's inability to successfully transition to the remote environment. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to seek opportunities to collect information from students. **What did you learn about your unit through this assessment cycle?:** During the COVID period, it was/ is difficult to connect with students in order to collect information. Concerns have been collected informally during various activities. When students return opportunities will avail.	**Action Plan:** In collaboration with Institutional Research, assess URM success and satisfaction. (06/04/2021)
Program/Project Implementation - Create opportunities and partnerships of engagement for the external Broome community. Evidence opportunities and partnership of engagement activities with external community - inclusive of webinars offered and programs. *** Benchmark:** Execute 1 partnership with the external Broome community.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CDO serves on two external committees related to DEI: Binghamton University MPH Advising Board and Chamber of Commerce Diversity, Equity and Inclusion Committee. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to identify and serve on community boards as time permits. **What did you learn about your unit through this assessment cycle?:** Having personnel support will allow for more opportunities for engagement with external community.	**Action Plan:** Continue to identify formal and informal opportunities to engage with DEI work externally. (06/04/2021)
Program/Project Implementation - Enhance and evidence PRODIG program and enhancements.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PRODIG faculty pipeline is evidenced in the Faculty Fellows Program. (06/04/2021)	**Action Plan:** Identify partner institutions for the fellows program and begin outreach. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
* Benchmark: Creation of PRODIG faculty pipeline.	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The fellows program will be launched this fall. **What did you learn about your unit through this assessment cycle?:** It is hoped the fellows program will yield interested candidates that begin to adjunct in the Fall. During COVID, it was challenging to bring the committee together but all have reviewed the program and it is ready to be executed.	
Audit Reports - Lead the PTODI and assess the effectiveness of PTODI. *** Benchmark:** 75% of PTODI membership will indicate the task force is making a difference for the college.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No assessment of membership took place. Members were asked about commitment to serving on the task force. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Although no assessment of the effectiveness of the membership took place. Once the group reconvenes, will begin to collect the goals and desired outcomes of the group. **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Members have responded to their desire to continue to participate. Those that have not responded will not be invited to serve in the new year. **What did you learn about your unit through this assessment cycle?:** The Task Force focus must be on working and not solely discussions. It has been challenging to work because some do not volunteer to do the hands-on work. Hence the call for new membership and redefining the role of the Task Force.	**Action Plan:** Asses the perception of effectiveness of the Task Force. (06/04/2021)

Diversity and Inclusion - Strategic Objective 4 - Enhance learning experiences inside and outside the classroom that will help students develop competencies related to diversity, equity and inclusion

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 1 Diversity and Inclusion : 3. Implement the Electronic and Information Technology Accessibility Plan.

o   All BPS Faculty will work with our Instructional Designer, Carine Surdey, to ensure courses are in compliance with the Electronic and Information Technology Accessibility Plan.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - AVP/Dean will confirm with each department which courses meet this goal. *** Benchmark:** 25% of the courses within the BPS division	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT will work with Carine Surdey to develop a plan for implementation. This will be an ongoing measure to carry into Fall 2021. • CJES will work with Carine Surdey to complete an OSCQR review for all courses utilizing Blackboard. o Prof. Kathleen McKenna completed this Fall '20 for CRJ 125 Y and R o Prof. Kerry Weber completed this Fall '20 for CRJ 246 Y o Leigh Martindale revised her Blackboard content for her courses to make more accessible. She also revised the CJES online announcement board formatting and content and made it compliant with the accessibility requirements. • Hospitality Programs contain all blended offerings which conform with the technology accessibly plan of SUNY Broome. (05/17/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** There will be an ongoing effort to increase the number of courses that meet this goal. An anticipated benchmark for the 2021/2022 will be 50% or more. **What did you learn about your unit through this assessment cycle?:** We learned that departments must make an effort to meet this requirement asap.	

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

 Generate opportunities for students to engage with, and develop an appreciation for, the diversity present within and outside of SUNY Broome.
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of outreach efforts focused on non-traditional students, distance education students, and students who have family members they are responsible for, as well as professional development opportunities engaged in by Campus Life staff to increase their cross-cultural competencies. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/21 Targets o All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. o External trainers who are available to facilitate training sessions via virtual platforms were pursued and at least one other campus constituency will be invited to collaborate on this effort, such as PTODI. **Related Documents:** [CampusLife Fall 2020 Interim Report (2).pdf](#)	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. - The grant-funded Family Empowerment program coordinated out of the DOS Office served a cohort of 19 single parent students. 2. Campus Life staff pursued external trainers to facilitate two training sessions via virtual platforms, both were conducted in collaboration with PTODI. (Capital Riots with BU's Lea Webb and Cornell's Jarvis McCowin; and Law Enforcement & The Chauvin Verdict with BC Sheriff's Sammy Davis) (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** 1. The Family Empowerment program will complete Year 3 of a three-year grant-funded program, intended to build a resources and support network for single-parent students. 2. Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative diversity- related programming efforts, such as PTODI, and the EIT workgroup. **What did you learn about your unit through this assessment cycle?:** At least one diversity-related outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** [CampusLife AY2020-21 Final Report.pdf](#) [CampusLife Fall 2020 Interim Report (2).pdf](#) [Campus Life for Aug 21 BOT Report.pdf](#)	**Action Plan:** 1. To help increase URM student engagement include placement of a Binghamton University MSW grad student who will be housed in the Multicultural Resource Center and charged with recruiting PEP Squad members (a leadership club targeting female students of color) and developing/implementing DEI programming in collaboration with other campus Life areas and PTODI. 2. Campus Life has obtained an institutional membership to Campus Pride so that we may access the Campus Pride Index, an LGBTQ national benchmarking tool that will assist us with creating a safer and more inclusive campus community. This online tool allows prospective students, families, and those interested in higher education to search a database of LGBTQ-friendly campuses that have come out to improve the academic experience and quality of campus life. Our goal is to work towards a five-star rating in this database in AY 2021-2022. (07/30/2021) **Budget/Resource Implications:** Membership in Campus Pride is an annual fee that will need to be

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Means of Assessment	Results	Action Plans
[CampusLife AY2020-21 Final Report.pdf](#)		added to the annual Student Activity Fee budget. A budget line to cover expenses for diversity-related student engagement opportunities needs to be sustained - and built upon - annually.

Admin - Institutional Effectiveness

Goal: Racial equity ILO

To aid in student understanding of racism, the Dean of IE will work with campus leadership and faculty to develop a measurable ILO focused on anti-racism and to identify this new ILO within program ILO maps by May 2021.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Develop a measurable ILO that focuses on anti-racism and promotion of diversity. *** Benchmark:** New ILO developed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met In conjunction with the General Education Committee and the President's Task Force on Diversity, facilitated the development of ILO 7 Racial Justice/Equity. Co-facilitated discussions with academic divisions to present ILO and obtain feedback. HS: 2/1/21; STEM: 2/8/21; BPS: 2/9/21; LA: 2/12/21. ILO finalized and endorsed by GEC/PTODI 3/4/21. Presented to CAI on 3/10; endorsed by CAI on 3/24. Endorsed by Executive Council on 3/25/21. Endorsed by the BOT on 4/22/21. Due to the establishment of the new ILO at close to the end of the academic year, ILO maps were not revised to incorporate the new ILO. (06/14/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** ILO maps will be revised in the upcoming year.	**Action Plan:** In the next coming year, professional development activities and opportunities will need to be developed to aid faculty in implementing the new ILO. The Dean of IE will work with the Assistant Dean of Distance Learning and Professional Development to develop and implement programs geared to enhance knowledge and infusion of DEI within the curriculum. (06/14/2021)

Diversity and Inclusion - Strategic Objective 4 - Enhance learning experiences inside and outside the classroom that will help students develop competencies related to diversity, equity and inclusion

Admin - Institutional Effectiveness

Goal: Racial equity ILO

Means of Assessment	Results	Action Plans
	What did you learn about your unit through this assessment cycle?: It was a challenge to come to a consensus about a measurable ILO among all divisions. The shared governance process was effectively utilized in development of this new ILO. **Related Documents:** BOT Minutes ILO Measurable Statements ILO 7 Announcement.pdf	

Admin - Library

Goal: Support faculty courses with diversity and inclusion library resources.

Assess faculty needs for course related library resources to support how diversity and inclusion is included in their course offerings.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 03/11/2021
Inactive Date: 05/30/2024

Means of Assessment	Results	Action Plans
Survey Related - 1. develop and administer a survey to faculty 2. calculate a response rate 3. compile list of faculty recommended resources 4. calculate percentage rate of requests the Library was able to fill * **Benchmark:** 1. by end of spring 2021 semester have survey questions developed 2. approval of survey by the Institutional Review Board (IRB), if needed, before fall 2021 semester	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Benchmark #1 had been met. The survey questions have been developed with the assistance of Kim Mclain. Benchmark #2 has been met. Re: Institutional Research Board - email is included under related documents. The survey does not need IRB approval. (05/13/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Stay on benchmark schedule. **What did you learn about your unit through this assessment cycle?:** Going outside the department to Kim Mclain helped greatly for developing meaningful survey questions. **Related Documents:** Diversity and Inclusion Benchmarks - 8-3-21.pdf	**Action Plan:** Continue on to Benchmark # 2. (05/13/2021) **Follow-Up:** Planning for Benchmark # 5, at the end of the Fall 2021 semester, funds will be needed to purchase diversity and inclusion resources for the Library, in response to faculty requests from the survey. (06/04/2021)

Diversity and Inclusion - Strategic Objective 4 - Enhance learning experiences inside and outside the classroom that will help students develop competencies related to diversity, equity and inclusion

Admin - Library

Goal: Support faculty courses with diversity and inclusion library resources.

Means of Assessment	Results	Action Plans
starts 3. distribute first survey beginning of fall semester 2021 4. receive results and analyze survey by mid fall semester 2021 5. end of fall semester have all purchase requests submitted as funds permit 6. get percentage for the number of requests the Library was able to fill 7. repeat steps 3-6 yearly each following fall semester **Resource Requests:** 1. assistance with developing a meaningful (electronic) survey 2. survey approval by, if needed, the Institutional Review Board (IRB) 3. distribution of the (electronic) survey 4. funds for the Library to purchase diversity and inclusion resources needed by faculty	Institutional Review Board email on survey.pdf Survey - Support Faculty's Courses With Diversity and Inclusion Library Resources.pdf	

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 1: Diversity & Inclusion

Foster the essential connections among diversity, equity, and inclusion in all of the college's endeavors.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 1: Diversity & Inclusion

Means of Assessment	Results	Action Plans
Program/Project Development - Divisions will engage in conversations related to diversity and inclusion during division meetings and develop strategies within their programs to promote education related to anti-racism *** Benchmark:** Conversations related to diversity and inclusion will result in developed strategies within programs to promote education related to anti-racism.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/04/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Anti-racism will remain a focus in the coming academic years. (06/04/2021)
Program/Project Development - Develop a measurable Institutional Learning Outcome that focuses on anti-racism and promoting diversity. *** Benchmark:** ILO developed by 12/20 and identified in all programs by 5/21.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A new ILO was approved and endorsed through governance and presented to BOT and approved. (06/05/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** We will implement the ILO within Academic Affairs. (06/05/2021)
Program/Project Implementation - Implement the Electronic and Information Technology Accessibility Plan and develop an Accessibility Policy. *** Benchmark:** Accessibility Policy approved by BOT by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed and ongoing (06/04/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** We will continue to implement and update the EIT Accessibility Plan. We will also continue to work with faculty on making course content accessible. We will also review web and publication content for accessibility. (06/04/2021)
	Reporting Period: 2020 - 2021 **Conclusion:** Benchmark Met Accessibility policy: Approved by the BOT 12/20 - completed.	**Action Plan:** Implement policy; review and update periodically. (06/02/2021)

Diversity and Inclusion - Strategic Objective 4 - Enhance learning experiences inside and outside the classroom that will help students develop competencies related to diversity, equity and inclusion

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 1: Diversity & Inclusion

Means of Assessment	Results	Action Plans
	EIT Accessibility Policy developed and approved by the BOT on 5/13/21 - completed. (06/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Implement and use the policy that was adopted; review and update periodically. **What did you learn about your unit through this assessment cycle?:** n/a	
Program/Project Implementation - Develop a Library Web page specific to accessibility and identify a Library Accessibility Liaison. *** Benchmark:** Library webpage related to accessibility and a library accessibility liaison identified by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met https://sunybroome.info/library/accessibility Amanda Hollister has been identified as Library Liaison. (06/04/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Review this page regularly and make adjustments, as needed. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Provide leadership and partnership with campus constituents. Create and maintain an infrastructure that supports diversity and inclusion in the college's living, learning, and working environment.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Data Related - Identify and address issues impacting URM students. Define issues impacting persistence of URM students. Share issues with offices as appropriate, create programs/services to address	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No systemic issues impacting URM students was collected. Anecdotal information impacting student success and persistence was related to COVID-19 whether directly or through family, finances, and one's inability to successfully transition to the remote environment. (06/04/2021)	**Action Plan:** In collaboration with Institutional Research, assess URM success and satisfaction. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
impacting issues. *** Benchmark:** Identify 3 of the most common impacting issues for students.	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to seek opportunities to collect information from students. **What did you learn about your unit through this assessment cycle?:** During the COVID period, it was/ is difficult to connect with students in order to collect information. Concerns have been collected informally during various activities. When students return opportunities will avail.	
Program/Project Implementation - Create opportunities and partnerships of engagement for the external Broome community. Evidence opportunities and partnership of engagement activities with external community - inclusive of webinars offered and programs. *** Benchmark:** Execute 1 partnership with the external Broome community.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CDO serves on two external committees related to DEI: Binghamton University MPH Advising Board and Chamber of Commerce Diversity, Equity and Inclusion Committee. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to identify and serve on community boards as time permits. **What did you learn about your unit through this assessment cycle?:** Having personnel support will allow for more opportunities for engagement with external community.	**Action Plan:** Continue to identify formal and informal opportunities to engage with DEI work externally. (06/04/2021)
Program/Project Implementation - Enhance and evidence PRODIG program and enhancements. *** Benchmark:** Creation of PRODIG faculty pipeline.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PRODIG faculty pipeline is evidenced in the Faculty Fellows Program. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The fellows program will be launched this fall. **What did you learn about your unit through this assessment cycle?:** It is hoped the fellows program will yield interested candidates that begin to adjunct in the Fall. During COVID, it was challenging to bring the committee together but all have reviewed the program and it is ready to be executed.	**Action Plan:** Identify partner institutions for the fellows program and begin outreach. (06/04/2021)
Audit Reports - Lead the PTODI and assess the effectiveness of PTODI. *** Benchmark:** 75% of PTODI membership will indicate the task force is making a difference for the college.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No assessment of membership took place. Members were asked about commitment to serving on the task force. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your**	**Action Plan:** Asses the perception of effectiveness of the Task Force. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
	goal?: Although no assessment of the effectiveness of the membership took place. Once the group reconvenes, will begin to collect the goals and desired outcomes of the group. **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Members have responded to their desire to continue to participate. Those that have not responded will not be invited to serve in the new year. **What did you learn about your unit through this assessment cycle?:** The Task Force focus must be on working and not solely discussions. It has been challenging to work because some do not volunteer to do the hands-on work. Hence the call for new membership and redefining the role of the Task Force.	

Diversity and Inclusion - Strategic Objective 5 - Advance a living/learning community that embraces diversity of ideas, cultures and social responsibility

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 1 Diversity and Inclusion : 1. Encourage and foster conversations across campus from all angles on anti-racism and promoting diversity.

o   BPS Division will engage in conversations related to diversity and inclusion during division meetings and develop strategies within their programs to promote education related to anti-racism.

Goal Status: Active

Planned Assessment Cycle: 2020 - 2021

Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Each department will engage in conversations related to diversity and inclusion which will lead to strategies of how this will be implemented into each program. *** Benchmark:** 100%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT continued to have faculty representation on PTODI and the Women's Institute bringing conversations, policy proposals, and cross campus programming to the division • BIT offered extra credit to students who participated in diversity events in order to encourage participation o The BIT department revised the BIM degree to include SOC 220 as a social science elective starting Fall 2021. • CJES offered extra credit to students who participated in diversity events in order to encourage participation o Prof. Darin Schmidt and Asst. Prof. Leigh Martindale continued to foster class conversations discussing disproportionate minority contact with law enforcement, courts and corrections in multiple CRJ courses. o The topic of racism, disparity, and hate crimes was covered in multiple CRJ & HLS courses throughout the CJES curriculum and discussed throughout both semesters. o Students in CRJ 215 were offered extra credit to complete IS-18.20 FEMA EEO Employee Course 2020 o Students in CRJ 246 are typically offered extra credit to complete FEMA IS-20.19: Diversity Awareness Course 2019; however, the course was not available because it was being updated during the academic year. • CJES encouraged its faculty to participate in related events. o Prof. Kathleen McKenna participated in the 2 campus Broome Zoom programs on race and in a year-long series on Racism and White Privilege off campus. She also attended a webinar on Race Relations, Student Activism and Community Policing on College & University Campuses. o Asst. Prof. Leigh Martindale is taking a Teaching and Learning in the Diverse	

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 1 Diversity and Inclusion : 1. Encourage and foster conversations across campus from all angles on anti-racism and promoting diversity.

Means of Assessment	Results	Action Plans
	Classroom course through Cornell/EdX (will complete Summer '21). • Hospitality Programs encouraged and fostered conversations promoting diversity within the following courses: BHM 123, BHM 125w, BHM 216, BHM 235, BHM 275, CUL 200, CUL 218, CUL 222, CUL 205, CUL 290, EVE 101, EVE 125, EVE 215, EVE 220, EVE 225, HOS 101, HOS 115, HOS 242. o Hospitality Programs listed courses discuss judging people by the content of their character not the color of their skin; that diversity is a long-standing component of the hospitality industry; and that all persons are entitled to equal opportunities that result in outcomes dependent on effort. • BUS 215 Managing Diversity in Organizations is required in all BUS A.S. and A.A.S. programs except A.A.S Marketing, Management, and Sales (MMS). Their plan is to require BUS 215 in MMS but are not sure if the change, which will need to go through SUNY and SED, will be approved in time for Fall 2021. • BUS 215 addresses racism, prejudice, discrimination, or antagonism directed against a person or people in the workplace and in society at large. o Assistant Professor Dr. Diana Lee Heron presented at the April 30, 2021 inaugural SUNY System Business Deans conference entitled "Business Disciplines Leaning into the Future: Tips, Tools and Practices for Incorporating Diversity, Equity and Inclusion into Business School Classes". (05/17/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** This is an ongoing process of discussion and review of pedagogy and outcomes. **What did you learn about your unit through this assessment cycle?:** The division chairs identified the specific courses addressing this goal and how this outcome was being met. This information was useful in apprising the division dean in the ongoing efforts in this area.	

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

 Generate opportunities for students to engage with, and develop an appreciation for, the diversity present within and outside of SUNY Broome.

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of outreach efforts focused on non-traditional students, distance education students, and students who have family members they are responsible for, as well as professional development opportunities engaged in by Campus Life staff to increase their cross-cultural competencies. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/21 Targets o All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. o External trainers who are available to facilitate training sessions via virtual platforms were pursued and at least one other campus constituency will be invited to collaborate on this effort, such as PTODI. **Related Documents:**	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. - The grant-funded Family Empowerment program coordinated out of the DOS Office served a cohort of 19 single parent students. 2. Campus Life staff pursued external trainers to facilitate two training sessions via virtual platforms, both were conducted in collaboration with PTODI. (Capital Riots with BU's Lea Webb and Cornell's Jarvis McCowin; and Law Enforcement & The Chauvin Verdict with BC Sheriff's Sammy Davis) (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** 1. The Family Empowerment program will complete Year 3 of a three-year grant-funded program, intended to build a resources and support network for single-parent students. 2. Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative diversity- related programming efforts, such as PTODI, and the EIT workgroup. **What did you learn about your unit through this assessment cycle?:** At least one diversity-related outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf Campus Life for Aug 21 BOT Report.pdf	**Action Plan:** 1. To help increase URM student engagement include placement of a Binghamton University MSW grad student who will be housed in the Multicultural Resource Center and charged with recruiting PEP Squad members (a leadership club targeting female students of color) and developing/implementing DEI programming in collaboration with other campus Life areas and PTODI. 2. Campus Life has obtained an institutional membership to Campus Pride so that we may access the Campus Pride Index, an LGBTQ national benchmarking tool that will assist us with creating a safer and more inclusive campus community. This online tool allows prospective students, families, and those interested in higher education to search a database of LGBTQ-friendly campuses that have come out to improve the academic experience and quality of campus life. Our goal is to work towards a five-star rating in this database in AY 2021-2022. (07/30/2021) **Budget/Resource Implications:**

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Means of Assessment	Results	Action Plans
[CampusLife Fall 2020 Interim Report (2).pdf](#) [CampusLife AY2020-21 Final Report.pdf](#)		Membership in Campus Pride is an annual fee that will need to be added to the annual Student Activity Fee budget. A budget line to cover expenses for diversity-related student engagement opportunities needs to be sustained - and built upon - annually.

Admin - Counseling Services

Goal: Programming

Provide monthly programming on campus during the academic year, while enhancing community partnerships to support the diverse needs of our student population.
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 08/26/2019

Means of Assessment	Results	Action Plans
Program/Project Implementation - Schedule, advertise, and provide monthly programming. Reports provided to the campus and BOT. *** Benchmark:** 7 programs provided during the academic year. **Resource Requests:** Monies towards give-away and food items.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met the 20-21 Acad year was a year of great change for counseling. With Covid- programming and services had to be altered. Counseling Services offered virtual sessions and services for most, if not all of the Acad Year. Counseling Services started the semester off with a Meet the Counselors, virtual event where students, faculty and staff could pop in to meet the Counseling Team. We also hosted a week-long, virtual Wellness week with both on and off-campus providers and programs. This was an event hosted in September with the intention of promoting wellness and providing students with a host of resources both on campus and in the community that can help them with physical, financial and other aspects of overall wellness. In September 2020 Counseling offered Suicide Prevention programming through a Covid friendly Chalk the Walk event on campus, as well as a virtual presentation of Pete's	

Admin - Counseling Services

Goal: Programming

Means of Assessment	Results	Action Plans
	Story- this is the 7th annual occurrence of Pete's Story. Both events were well attended and well received. Counseling Services hosted 7 Mindful Monday events that were all virtual and throughout the Fall 20 Semester. These events were one hour long and focused on different aspects of Mindfulness- providing students with tips and tricks that could help them navigate the academic world and beyond. We also hosted 7 Wellness Wednesday events throughout the semester. Similarly designed as the Mindful Monday events and held throughout the Fall 20 Semester- both during the day and in the evening. Counseling offered one Wellness event on a Saturday late morning for those students who needed a little extra support, but find weekday events hard to attend. In October we were moved off campus again, the events planned had to be rescheduled and were held in November- on campus. Counseling provided Mental Health first aid kits and resources to over 50 students throughout campus. Gift bags were put together with helpful items and resources to help students feel supported. Counseling services also worked virtually and offered workshops and trainings to the EOP Students, to the RA's in the Student Village and to the Tutors. Counseling Services offered classroom presentations to 7 classes in the Fall 20 Semester. Counseling Services offered a student focused Stomp Out Stigma- for stomping out stigma around mental health- poster contest with prizes. This was a virtual event and allowed for students to get involved in creating posters to highlight mental health stigma. We closed out the semester with a card-writing campaign- offered to all of campus. Our campus community was encouraged to write and drop off cards to Counseling Services. These cards were then distributed to the community- nursing homes and VET centers to spread cheer and comfort to those who were isolated from family and friends due to the pandemic

Spring Semester was still a challenge and Counseling continued to work remotely and offer virtual session, services and programs. Programs that were offered- virtually- throughout the semester included: Meet the Counselors, Virtual Student Activities Fair, 3 workshops for Perkins Students- discussions on Mental Wellness and Resources, 4 Mindfulness/Meditation Mondays, Presentations to EOP students and Tutors on Wellness and Mental Health, a presentation on Suicide Awareness and Mental Wellness to a speech class, Collaborations with the BECA Club on wellness presentations and offering mental health support for their Resilience Programming. Counseling Services offered a student focused Stomp Out Stigma- for stomping out stigma around mental health- poster contest with prizes. Counseling Services offered virtual Depression Screening that was open to all students. We also hosted a | |

Admin - Counseling Services

Goal: Programming

Means of Assessment	Results	Action Plans
	Chalk the Walk event this semester to STOMP out Stigma and to gear up for our end of the semester event with Art with Impact. This was a virtual event and allowed for students to get involved in creating posters to highlight mental health stigma. Counseling also hosted a virtual event with Art with Impact- Movies for Mental Health. This was on May 6th- evening. This was a program that offered an opportunity for students to be a part of a nation-wide program that helps stomp out the stigma around mental health. This program was offered to SUNY Broome for Free- typically a $3000.00 fee for such a program. This program was successfully attended and received by students. (08/05/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue to adjust our programming to the parameters set by covid and the SUNY Broome Administration. **What did you learn about your unit through this assessment cycle?:** We learned how flexible and creative we are as a team and that we can still reach the students and meet this benchmark in doing so.	

Admin - Institutional Effectiveness

Goal: EIT Plan Full Roll Out & Policies/Procedures Approved

To ensure an accessible student and staff experience in alignment with the college mission, the Dean of IE will work with campus leadership, faculty, and staff to implement the EIT Accessibility Plan and achieve its action plan items by May 2021.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Implement and communicate the EIT Accessibility Plan campus-wide. Facilitate development and implementation of an Accessibility Policy, including web accessibility.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The EIT Policy was communicated via Shared Governance Fall 2020. EIT Accessibility Strategic Plan added to the IE website under campus Strategic Plans. EIT Accessibility Policy developed and approved by the BOT May 13 2021.	**Action Plan:** The policy to address use of SUNY OSCQR needs revision to incorporate campus feedback. This will continue as a goal next year. Procurement and Library policies and procedures will be

Admin - Institutional Effectiveness

Goal: EIT Plan Full Roll Out & Policies/Procedures Approved

Means of Assessment	Results	Action Plans
Facilitate development of a Library Accessibility webpage and Liaison and Library Accessibility Policy. Develop and implement a procurement process to review EIT related products for accessibility. Develop and implement policies and procedures related to procurement and accessibility. Develop and implement a document accessibility strategy. *** Benchmark:** Campus is knowledgeable about EIT Plan. EIT Policy developed. Library Accessibility webpage developed and Library policy developed and approved by BOT. Procurement process for EIT related purchases developed and rolled out campus-wide. Procurement policies and procedures developed and approved by BOT. Document accessibility strategy is developed and implemented.	Fall 2020: Library Accessibility webpage completed and published. Fall 2020: SiteSort website accessibility tool was purchased to improve accessibility of the Library web page. Fall 2020: The Library has designated an Accessibility Liaison (Amanda Hollister) and EIT/ADA team to resolve accessibility issues. Policy in development and is expected to go to the BOT by Fall 2021. Procurement Work Group was developed appointed by EIT Officer to assist in development of processes and procedures. Two forms were developed and implemented for employees to complete when requesting to purchase an EIT related purchase. Procurement process implemented with soft roll out to campus by end of Fall 2020 to test out forms and process. Procurement process communicated to Shared Governance: CA: 3/22/21; CAI 3/24/21; COI: 3/25/21. Procurement policies and procedures are in development but have not yet been finalized or approved by the BOT. Teaching Resource Center began offering accessibility reviews to faculty 3/21. Accessibility rubric developed and is being utilized to conduct reviews with faculty provided document remediation assistance by Instructional Designers. Approximately 26 courses have been reviewed. TRC PD trainings developed and offered to assist in document remediation: Creating Accessible Content in Microsoft Word • 11/20/20, 3/12/21, 3/19/21 Creating Accessible Content in Microsoft PowerPoint • 2/24/21, 3/12/21 DeQue University communicated campus-wide with stackable credentials created as an incentive. Numerous faculty and staff took advantage of these opportunities by completing courses within the stackable certificates created by the EIT Advisory Council utilizing courses within this platform. Policy to address use of SUNY OSCQR review was drafted and shared with campus for	completed during this next year and will continue as a goal for the 21-22 year. (07/02/2021)

Admin - Institutional Effectiveness

Goal: EIT Plan Full Roll Out & Policies/Procedures Approved

Means of Assessment	Results	Action Plans
	feedback which will be incorporated into a revised draft. Revised policy will be discussed with the campus again in the fall semester. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The EIT Advisory Council will continue to work towards achievement of the EIT Plan by following action plan items identified within the plan. **What did you learn about your unit through this assessment cycle?:** Implementing new processes, policies and procedures is a campus-wide effort. A strong Advisory Council and Procurement Work Group were essential to aiding in plan achievement. **Related Documents:** EIT Policy BOT Approval Library Accessibility Webpage EIT Accessibility Review Form EIT Accessibility Exception and Alternative Access Form DeQue Announcement 2.25.21.pdf Course Accessibility Review - Google Forms.pdf DeQue Honor Roll April.docx DeQue Honor Roll March.docx 2.24 and 3.12 Accessible Powerpoint.pdf 11.20.20 Accessible Word Docs.pdf	

Admin - Library

Goal: Electronic Resources Accessibility Review

The library will continue to review the accessibility of electronic services and collections to help implement the library EIT plan.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021, 2021 - 2022
Start Date: 03/08/2021

Means of Assessment	Results	Action Plans

Admin - Library

Goal: Electronic Resources Accessibility Review

Means of Assessment	Results	Action Plans
Data Related - The 2020-21 portion of the goal will be measured by VPATs collected and high-impact resources reviewed. By the end of the 2020-2021 assessment cycle, all electronic resource VPATS will be collected and all high-impact resources will be reviewed using VPAT review template developed by SUNY Library Accessibility Cohort and accompanying DeQue U accessibility checklist. The 2021-2022 portion of the goal will be measured by completion of a review of all electronic resources including medium/low impact resources. *** Benchmark:** Goal achievement will be determined by 1. Complete collection of VPATs from vendors and 2. Complete VPAT/resource accessibility reviews of high, medium, low electronic resources so that the library is aware of potential barriers and can make plans for any needed alternate access. **Related Documents:** Deque Accessibility Checklist.pdf StatRef Review.docx	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A spreadsheet of the library's electronic resources conformance information has been developed including a list of resources, description, link to VPAT, VPAT review date of review and any applicable equally effective alternate access plan. (07/13/2021) **What did you learn about your unit through this assessment cycle?:** We developed a comprehensive list of our electronic resources and reviewed the high impact resources for accessibility. The library now has an awareness of potential barriers and can develop plans for any needed alternate access.	**Action Plan:** The library will take note of any accessibility barriers and develop plans to ameliorate accessibility problems. (07/13/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 1: Diversity & Inclusion

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 1: Diversity & Inclusion

Foster the essential connections among diversity, equity, and inclusion in all of the college's endeavors.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	*Results*	*Action Plans*
Program/Project Development - Divisions will engage in conversations related to diversity and inclusion during division meetings and develop strategies within their programs to promote education related to anti-racism *** Benchmark:** Conversations related to diversity and inclusion will result in developed strategies within programs to promote education related to anti-racism.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/04/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Anti-racism will remain a focus in the coming academic years. (06/04/2021)
Program/Project Development - Develop a measurable Institutional Learning Outcome that focuses on anti-racism and promoting diversity. *** Benchmark:** ILO developed by 12/20 and identified in all programs by 5/21.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A new ILO was approved and endorsed through governance and presented to BOT and approved. (06/05/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** We will implement the ILO within Academic Affairs. (06/05/2021)
Program/Project Implementation - Implement the Electronic and Information Technology Accessibility Plan and develop an Accessibility Policy. *** Benchmark:** Accessibility Policy	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed and ongoing (06/04/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** We will continue to implement and update the EIT Accessibility Plan. We will also continue to work with faculty on making course content accessible. We will also review web and publication content for

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 1: Diversity & Inclusion

Means of Assessment	Results	Action Plans
approved by BOT by 12/20.		accessibility. (06/04/2021)
	Reporting Period: 2020 - 2021 **Conclusion:** Benchmark Met Accessibility policy: Approved by the BOT 12/20 - completed. EIT Accessibility Policy developed and approved by the BOT on 5/13/21 - completed. (06/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Implement and use the policy that was adopted; review and update periodically. **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Implement policy; review and update periodically. (06/02/2021)
Program/Project Implementation - Develop a Library Web page specific to accessibility and identify a Library Accessibility Liaison. *** Benchmark:** Library webpage related to accessibility and a library accessibility liaison identified by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met https://sunybroome.info/library/accessibility Amanda Hollister has been identified as Library Liaison. (06/04/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Review this page regularly and make adjustments, as needed. (06/04/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 1: Diversity & Inclusion

Foster the essential connections among diversity, equity, and inclusion in all of the college's endeavors.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Expand the recruitment and retention of diverse	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** In order to attract a more diverse pool of applicants,

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 1: Diversity & Inclusion

Means of Assessment	Results	Action Plans
faculty, staff, and administration. • Implement recruitment and outreach efforts for a more diverse workforce through researching and developing a list of diverse outreach outlets for recruitment processes. * **Benchmark:** A list of diverse outreach outlets for recruitment purposes is developed.	The college hired one URM full-time Assistant Professor in the STEM division and one URM full-time Assistant Professor in the Nursing Division during the 2020-2021 academic year. Five additional diversity locations were added for recruitment, including: Inside Higher Ed, The Chronicle of Higher Education, NASPA, Diverse Education. Com and the American Culinary Federation. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The college will continue to work towards achieving the action plan established in the SUNY ProDigy grant, which includes increasing hiring of a diverse workforce and expanding the diversity of recruitment outlets. **What did you learn about your unit through this assessment cycle?:** Fiscal challenges and the lack of free diversity recruitment sites limit the number of recruitment outlets that have been pursued; however, we recognize the need to pursue additional funding outlets for this purpose and will include this as a goal for the next year.	fiscal resources are necessary to be allocated for this purpose. Additional avenues of advertising positions and/or other recruitment efforts, such as search firms or diversity work fairs will be explored in the next year. (07/30/2021) **Budget/Resource Implications:** Fiscal resources to attract a more diverse pool of applicants.

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Provide leadership and partnership with campus constituents. Create and maintain an infrastructure that supports diversity and inclusion in the college's living, learning, and working environment.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Data Related - Identify and address issues impacting URM students. Define issues impacting persistence of URM students. Share issues with offices as appropriate, create programs/services to address impacting issues.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No systemic issues impacting URM students was collected. Anecdotal information impacting student success and persistence was related to COVID-19 whether directly or through family, finances, and one's inability to successfully transition to the remote environment. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:**	**Action Plan:** In collaboration with Institutional Research, assess URM success and satisfaction. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
* Benchmark: Identify 3 of the most common impacting issues for students.	Continue to seek opportunities to collect information from students. **What did you learn about your unit through this assessment cycle?:** During the COVID period, it was/ is difficult to connect with students in order to collect information. Concerns have been collected informally during various activities. When students return opportunities will avail.	
Program/Project Implementation - Create opportunities and partnerships of engagement for the external Broome community. Evidence opportunities and partnership of engagement activities with external community - inclusive of webinars offered and programs. *** Benchmark:** Execute 1 partnership with the external Broome community.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CDO serves on two external committees related to DEI: Binghamton University MPH Advising Board and Chamber of Commerce Diversity, Equity and Inclusion Committee. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to identify and serve on community boards as time permits. **What did you learn about your unit through this assessment cycle?:** Having personnel support will allow for more opportunities for engagement with external community.	**Action Plan:** Continue to identify formal and informal opportunities to engage with DEI work externally. (06/04/2021)
Program/Project Implementation - Enhance and evidence PRODIG program and enhancements. *** Benchmark:** Creation of PRODIG faculty pipeline.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PRODIG faculty pipeline is evidenced in the Faculty Fellows Program. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The fellows program will be launched this fall. **What did you learn about your unit through this assessment cycle?:** It is hoped the fellows program will yield interested candidates that begin to adjunct in the Fall. During COVID, it was challenging to bring the committee together but all have reviewed the program and it is ready to be executed.	**Action Plan:** Identify partner institutions for the fellows program and begin outreach. (06/04/2021)
Audit Reports - Lead the PTODI and assess the effectiveness of PTODI. *** Benchmark:** 75% of PTODI membership will indicate the task force is making a difference for the college.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No assessment of membership took place. Members were asked about commitment to serving on the task force. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Although no assessment of the effectiveness of the membership took place. Once the	**Action Plan:** Asses the perception of effectiveness of the Task Force. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
	group reconvenes, will begin to collect the goals and desired outcomes of the group. **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Members have responded to their desire to continue to participate. Those that have not responded will not be invited to serve in the new year. **What did you learn about your unit through this assessment cycle?:** The Task Force focus must be on working and not solely discussions. It has been challenging to work because some do not volunteer to do the hands-on work. Hence the call for new membership and redefining the role of the Task Force.	

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: 20-21: Multimedia Accessibility

In line with the EIT accessibility plan, MarCom will develop a website dedicated to accessibility, create a web accessibility policy, and establish a process for providing accessible audio-visual content.
[Aligns with AA Goal 1.3]
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/07/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Completion of an audio-visual accessibility processes (requesting synchronized captions, providing synchronized captions for multimedia content, provide transcripts for audio-only content, providing descriptive audio for multimedia content when needed) *** Benchmark:** Create and implement a website pertaining to accessibility	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A page detailing MarCom's audio-visual accessibility processes has been published here: https://www2.sunybroome.edu/marcom/audio-visual-accessibility/ . (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It was decided that individuals who find inaccessible audio-visual content should use the Web Accessibility Reporting Form in order to keep all web-related accessibility reports in one area. Language has been added to the Web Accessibility Reporting Form to indicate that it can be used to report inaccessible audio-visual content: https://www2.sunybroome.edu/marcom/webedits/accessibility-reporting/ . **What did you learn about your unit through this assessment cycle?:** More members of the	**Action Plan:** MarCom will continue to incorporate knowledge learned from professional development related to accessibility into their work. The web accessibility reporting form will be monitored for submissions, with any accessibility issues addressed and reported to the EIT Advisory Council for continued monitoring. (08/02/2021)

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: 20-21: Multimedia Accessibility

Means of Assessment	Results	Action Plans
practices and guidelines pertaining to audio-visual content. To include descriptions of how this content will be made accessible on different platforms and in different delivery methods. To also include a form users can use to report audio-visual accessibility concerns.	department learned what makes multimedia accessible or inaccessible and will incorporate these lessons into the creation of our own media.	

Admin - Teaching Resource Center

Goal: Online Accessibility with Ally

Work with faculty who have implemented Blackboard Ally to increase the Accessibility score of their Ally Development Shells by 5-10% for courses that originally were below 80% accessible.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 07/01/2020

Means of Assessment	Results	Action Plans
Data Related - Comparison of Accessibility Score for course before and after work in Ally *** Benchmark:** Increased Accessibility Score	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Of the courses that were reviewed for accessibility, an aggregated average of Ally scores increased by 7 percentage points. (06/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue offering accessibility reviews and use Ally reports to engage faculty in this process. **What did you learn about your unit through this assessment cycle?:** More to come. **Related Documents:** Overall Ally Score Change for Reviewed Courses 6-25-21.xlsx	**Action Plan:** Market accessibility reviews; intentionally recruit faculty and target courses that are less than 80% accessible for accessibility review. (07/12/2021)

Diversity and Inclusion - Strategic Objective 6 - Establish, strengthen and sustain strategic partnerships that foster diversity initiatives on and off campus

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Generate opportunities for students to engage with, and develop an appreciation for, the diversity present within and outside of SUNY Broome.
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of outreach efforts focused on non-traditional students, distance education students, and students who have family members they are responsible for, as well as professional development opportunities engaged in by Campus Life staff to increase their cross-cultural competencies. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/21 Targets o All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. o External trainers who are available to facilitate training sessions via virtual platforms were pursued and at least one other campus constituency will be invited to collaborate on this effort, such as PTODI.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas implemented programming efforts focusing on non-traditional and distance education students, with an emphasis on the inclusion of students whom have family members that they are responsible for. - The grant-funded Family Empowerment program coordinated out of the DOS Office served a cohort of 19 single parent students. 2. Campus Life staff pursued external trainers to facilitate two training sessions via virtual platforms, both were conducted in collaboration with PTODI. (Capital Riots with BU's Lea Webb and Cornell's Jarvis McCowin; and Law Enforcement & The Chauvin Verdict with BC Sheriff's Sammy Davis) (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** 1. The Family Empowerment program will complete Year 3 of a three-year grant-funded program, intended to build a resources and support network for single-parent students. 2. Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative diversity- related programming efforts, such as PTODI, and the EIT workgroup. **What did you learn about your unit through this assessment cycle?:** At least one diversity-related outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf Campus Life for Aug 21 BOT Report.pdf	**Action Plan:** 1. To help increase URM student engagement include placement of a Binghamton University MSW grad student who will be housed in the Multicultural Resource Center and charged with recruiting PEP Squad members (a leadership club targeting female students of color) and developing/implementing DEI programming in collaboration with other campus Life areas and PTODI. 2. Campus Life has obtained an institutional membership to Campus Pride so that we may access the Campus Pride Index, an LGBTQ national benchmarking tool that will assist us with creating a safer and more inclusive campus community. This online tool allows prospective students, families, and those interested in higher education to search a database of LGBTQ-friendly campuses that have come out to improve the academic experience and quality of campus life. Our goal is to work towards a

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 1. Diversity and Inclusion

Means of Assessment	Results	Action Plans
Related Documents: CampusLife Fall 2020 Interim Report (2).pdf CampusLife AY2020-21 Final Report.pdf		five-star rating in this database in AY 2021-2022. (07/30/2021) **Budget/Resource Implications:** Membership in Campus Pride is an annual fee that will need to be added to the annual Student Activity Fee budget. A budget line to cover expenses for diversity-related student engagement opportunities needs to be sustained - and built upon - annually.

Admin - Counseling Services

Goal: Programming

Provide monthly programming on campus during the academic year, while enhancing community partnerships to support the diverse needs of our student population.
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 08/26/2019

Means of Assessment	Results	Action Plans
Program/Project Implementation - Schedule, advertise, and provide monthly programming. Reports provided to the campus and BOT. *** Benchmark:** 7 programs provided during the academic year. **Resource Requests:** Monies towards give-away and food items.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met the 20-21 Acad year was a year of great change for counseling. With Covid- programming and services had to be altered. Counseling Services offered virtual sessions and services for most, if not all of the Acad Year. Counseling Services started the semester off with a Meet the Counselors, virtual event where students, faculty and staff could pop in to meet the Counseling Team. We also hosted a week-long, virtual Wellness week with both on and off-campus providers and programs. This was an event hosted in September with the intention	

Admin - Counseling Services

Goal: Programming

Means of Assessment	Results	Action Plans
	of promoting wellness and providing students with a host of resources both on campus and in the community that can help them with physical, financial and other aspects of overall wellness. In September 2020 Counseling offered Suicide Prevention programming through a Covid friendly Chalk the Walk event on campus, as well as a virtual presentation of Pete's Story- this is the 7th annual occurrence of Pete's Story. Both events were well attended and well received. Counseling Services hosted 7 Mindful Monday events that were all virtual and throughout the Fall 20 Semester. These events were one hour long and focused on different aspects of Mindfulness- providing students with tips and tricks that could help them navigate the academic world and beyond. We also hosted 7 Wellness Wednesday events throughout the semester. Similarly designed as the Mindful Monday events and held throughout the Fall 20 Semester- both during the day and in the evening. Counseling offered one Wellness event on a Saturday late morning for those students who needed a little extra support, but find weekday events hard to attend. In October we were moved off campus again, the events planned had to be rescheduled and were held in November- on campus. Counseling provided Mental Health first aid kits and resources to over 50 students throughout campus. Gift bags were put together with helpful items and resources to help students feel supported. Counseling services also worked virtually and offered workshops and trainings to the EOP Students, to the RA's in the Student Village and to the Tutors. Counseling Services offered classroom presentations to 7 classes in the Fall 20 Semester. Counseling Services offered a student focused Stomp Out Stigma- for stomping out stigma around mental health- poster contest with prizes. This was a virtual event and allowed for students to get involved in creating posters to highlight mental health stigma. We closed out the semester with a card-writing campaign- offered to all of campus. Our campus community was encouraged to write and drop off cards to Counseling Services. These cards were then distributed to the community- nursing homes and VET centers to spread cheer and comfort to those who were isolated from family and friends due to the pandemic Spring Semester was still a challenge and Counseling continued to work remotely and offer virtual session, services and programs. Programs that were offered- virtually- throughout the semester included: Meet the Counselors, Virtual Student Activities Fair, 3 workshops for Perkins Students- discussions on Mental Wellness and Resources, 4 Mindfulness/Meditation Mondays, Presentations to EOP students and Tutors on Wellness and Mental Health, a	

Admin - Counseling Services

Goal: Programming

Means of Assessment	Results	Action Plans
	presentation on Suicide Awareness and Mental Wellness to a speech class, Collaborations with the BECA Club on wellness presentations and offering mental health support for their Resilience Programming. Counseling Services offered a student focused Stomp Out Stigma- for stomping out stigma around mental health- poster contest with prizes. Counseling Services offered virtual Depression Screening that was open to all students. We also hosted a Chalk the Walk event this semester to STOMP out Stigma and to gear up for our end of the semester event with Art with Impact. This was a virtual event and allowed for students to get involved in creating posters to highlight mental health stigma. Counseling also hosted a virtual event with Art with Impact- Movies for Mental Health. This was on May 6th- evening. This was a program that offered an opportunity for students to be a part of a nation-wide program that helps stomp out the stigma around mental health. This program was offered to SUNY Broome for Free- typically a $3000.00 fee for such a program. This program was successfully attended and received by students. (08/05/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue to adjust our programming to the parameters set by covid and the SUNY Broome Administration. **What did you learn about your unit through this assessment cycle?:** We learned how flexible and creative we are as a team and that we can still reach the students and meet this benchmark in doing so.	

Admin - Human Resources

Goal: Demographic Tracking

Provide staff support to develop tracking methods for identification and provision of demographic data to support assessment and reporting requirements for the SUNY ProdiG grant.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021, 2021 - 2022
Start Date: 08/24/2020

Admin - Human Resources

Goal: Demographic Tracking

Means of Assessment	Results	Action Plans
Institutional Reports - WIll continue to respond to the requests for demographic data on an ongoing basis. *** Benchmark:** Providing data to requested information successfully. **Resource Requests:** Update software to facilitate the response time for demographic data requests. Provide lead time to allow staff appropriate time to review and research data requests.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Human Resources has successfully fulfilled all requests for demographic data to date. (07/07/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to respond to all requests in a timely manner. **What did you learn about your unit through this assessment cycle?:** Due to constantly changing priorities in the department, additional lead time is needed to fulfill requests as they are time-consuming to prepare and numerous requests place a strain on the functionality of the department with the loss of one FTE during the Voluntary Separation Incentive Program of Fall 2020.	**Action Plan:** Continue to respond to all requests for demographic data and encourage requesters to provide sufficient lead time in order to provide accurate demographic data. Each request is unique and is dependent upon the ever-changing population of full-time and part-time employees. (07/13/2021) **Budget/Resource Implications:** Time constraints within the HR department play a significant role in the ability to respond to last-minute requests for demographic data coupled with the loss of one FTE

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 1: Diversity & Inclusion

Foster the essential connections among diversity, equity, and inclusion in all of the college's
endeavors.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Development -		

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 1: Diversity & Inclusion

Means of Assessment	Results	Action Plans
Divisions will engage in conversations related to diversity and inclusion during division meetings and develop strategies within their programs to promote education related to anti-racism *** Benchmark:** Conversations related to diversity and inclusion will result in developed strategies within programs to promote education related to anti-racism.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/04/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Anti-racism will remain a focus in the coming academic years. (06/04/2021)
Program/Project Development - Develop a measurable Institutional Learning Outcome that focuses on anti-racism and promoting diversity. *** Benchmark:** ILO developed by 12/20 and identified in all programs by 5/21.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A new ILO was approved and endorsed through governance and presented to BOT and approved. (06/05/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** We will implement the ILO within Academic Affairs. (06/05/2021)
Program/Project Implementation - Implement the Electronic and Information Technology Accessibility Plan and develop an Accessibility Policy. *** Benchmark:** Accessibility Policy approved by BOT by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed and ongoing (06/04/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** We will continue to implement and update the EIT Accessibility Plan. We will also continue to work with faculty on making course content accessible. We will also review web and publication content for accessibility. (06/04/2021)
	Reporting Period: 2020 - 2021 **Conclusion:** Benchmark Met Accessibility policy: Approved by the BOT 12/20 - completed.	**Action Plan:** Implement policy; review and update periodically. (06/02/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 1: Diversity & Inclusion

Means of Assessment	Results	Action Plans
	EIT Accessibility Policy developed and approved by the BOT on 5/13/21 - completed. (06/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Implement and use the policy that was adopted; review and update periodically. **What did you learn about your unit through this assessment cycle?:** n/a	
Program/Project Implementation - Develop a Library Web page specific to accessibility and identify a Library Accessibility Liaison. *** Benchmark:** Library webpage related to accessibility and a library accessibility liaison identified by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met https://sunybroome.info/library/accessibility Amanda Hollister has been identified as Library Liaison. (06/04/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Review this page regularly and make adjustments, as needed. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Provide leadership and partnership with campus constituents. Create and maintain an infrastructure that supports diversity and inclusion in the college's living, learning, and working environment.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Data Related - Identify and address issues impacting URM students. Define issues impacting persistence of URM students. Share issues with offices as appropriate, create	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No systemic issues impacting URM students was collected. Anecdotal information impacting student success and persistence was related to COVID-19 whether directly or through family,	**Action Plan:** In collaboration with Institutional Research, assess URM success and satisfaction. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
programs/services to address impacting issues. *** Benchmark:** Identify 3 of the most common impacting issues for students.	finances, and one's inability to successfully transition to the remote environment. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to seek opportunities to collect information from students. **What did you learn about your unit through this assessment cycle?:** During the COVID period, it was/ is difficult to connect with students in order to collect information. Concerns have been collected informally during various activities. When students return opportunities will avail.	
Program/Project Implementation - Create opportunities and partnerships of engagement for the external Broome community. Evidence opportunities and partnership of engagement activities with external community - inclusive of webinars offered and programs. *** Benchmark:** Execute 1 partnership with the external Broome community.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CDO serves on two external committees related to DEI: Binghamton University MPH Advising Board and Chamber of Commerce Diversity, Equity and Inclusion Committee. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to identify and serve on community boards as time permits. **What did you learn about your unit through this assessment cycle?:** Having personnel support will allow for more opportunities for engagement with external community.	**Action Plan:** Continue to identify formal and informal opportunities to engage with DEI work externally. (06/04/2021)
Program/Project Implementation - Enhance and evidence PRODIG program and enhancements. *** Benchmark:** Creation of PRODIG faculty pipeline.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PRODIG faculty pipeline is evidenced in the Faculty Fellows Program. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The fellows program will be launched this fall. **What did you learn about your unit through this assessment cycle?:** It is hoped the fellows program will yield interested candidates that begin to adjunct in the Fall. During COVID, it was challenging to bring the committee together but all have reviewed the program and it is ready to be executed.	**Action Plan:** Identify partner institutions for the fellows program and begin outreach. (06/04/2021)
Audit Reports - Lead the PTODI and assess the effectiveness of PTODI.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** Asses the perception of effectiveness of the Task Force.

Admin - Office of the Vice President for Student Affairs

Goal: Diversity & Inclusion 2020-2021

Means of Assessment	Results	Action Plans
* Benchmark: 75% of PTODI membership will indicate the task force is making a difference for the college.	No assessment of membership took place. Members were asked about commitment to serving on the task force. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Although no assessment of the effectiveness of the membership took place. Once the group reconvenes, will begin to collect the goals and desired outcomes of the group. **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Members have responded to their desire to continue to participate. Those that have not responded will not be invited to serve in the new year. **What did you learn about your unit through this assessment cycle?:** The Task Force focus must be on working and not solely discussions. It has been challenging to work because some do not volunteer to do the hands-on work. Hence the call for new membership and redefining the role of the Task Force.	(06/04/2021)

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: 20-21: Development of New Housing Recruitment Materials

In collaboration with Admissions and Housing, develop marketing and recruitment materials to assist housing recruitment, increase applications/interest, and increase diversity in enrollments from URM communities.
[Aligns with AA Goals 1.1, 1.2]
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/07/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Implement marketing based on targeted advertising. *** Benchmark:** Work with ad agencies (Riger) to target populations/demographics, pulling	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met MarCom purchased targeted mailing addresses for postcard marketing campaign. A postcard was developed in-house and mailed to 11,613 NYC addresses in late May 2021. (07/30/2021) **What did you learn about your unit through this assessment cycle?:** A challenge was content collection from the department. The postcard we ended up sending out was not the original	**Action Plan:** MarCom will continue to utilize data analytics from Riger to inform targeted marketing. (08/02/2021)

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: 20-21: Development of New Housing Recruitment Materials

Means of Assessment	Results	Action Plans
data based on zip codes, and purchasing a list buy of mailing addresses in those communities.	idea, but ended up being a great alternative. We were also running up against time - we needed to get these designed, printed, and mailed before high school students graduated in June. Positive achievement - we were able to quickly and effectively come up with an alternate plan for this project when the original plan was not achievable. MarCom worked together very quickly to make this design, project development, and mailing happen. **Related Documents:** SV Traditional Size Postcard 2021_2.pdf SV 2021 Postcard Campaign Summary.pdf	

Strategic Goal 2: Teaching & Learning

20-21 Accomplishments

SUNY Broome Community College 2017 - 2022 Strategic Goals and Objectives

Vision: Learning today, transforming tomorrow.

Mission: SUNY Broome Community College supports all members of the learning community by creating access to inclusive, diverse educational experiences. Success is achieved through the provision of innovative academics, transformative student support, and meaningful civic & community engagement.

We realize our mission by fostering an environment that exemplifies the college's institutional goals to the highest quality.

Strategic Goal 2:

TEACHING AND LEARNING: Provides dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to contribute to community life.

Goal 2 Develop an inclusive teaching- and learning-centered environment that supports pedagogical excellence, student success and student attainment of key learning outcomes

i.   **Cultural and global awareness**
ii.   **Critical analysis and decision-making**
iii.   **Oral and written communication**
iv.   **Scientific and quantitative reasoning**
v.   **Technological competency**
vi.   **Information literacy**

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 2 Teaching and Learning: 4.   Develop clear program pathways to completion by improving clarity within programs and programming consistently within degree works.

o   The Staff Associate to the Dean for BPS will work with Degree Works to ensure clarity and accuracy. The BPS Chairs will work with the Dean to make sure programs are being reviewed and revised as necessary.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Staff Associate will periodically review with the Dean and Chairs updates and accuracy of Degree Works, the catalog, and the website. *** Benchmark:** 100% of the department chairs	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • Staff Associate Lauren Bunnell updated Degree Works audits, advisement guides, and department web pages to reflect all approved BPS program and curriculum modifications and revisions. • BIT revised the Business Information Management AAS program based on feedback from their program review. BIT revised the Web Development and Management AAS program along with the Office Technology Certificate and the Web Development Certificate. o These changes have been put into the catalog this semester and are now fully viewable for fall 2021. Students will be starting the revised programs in the fall of 2021. • The New Media Design Certificate was discontinued following an abbreviated program review joint with the Art department. • The Social Media certificate was added and approved for fall 2021 rollout. Marketing for it is ongoing this summer. • CJES revised the Criminal Justice – Police AAS to Criminal Justice AAS program to replace the Criminal Justice – Corrections AS and Criminal Justice – Police AAS. This was sent and approved by SUNY – now pending SED approval for implementation Fall '21. • CJES revised the Homeland Security AS to Homeland Security & Emergency Management AS. This is pending SUNY & SED approval for implantation Fall '21. • CJES submitted revisions to the Curriculum Committee for the EMT Paramedic	

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 2 Teaching and Learning: 4.   Develop clear program pathways to completion by improving clarity within programs and programming consistently within degree works.

Means of Assessment	Results	Action Plans
	Certificate and AAS (will be voted on Fall '21 for Fall '22 implementation). • HOS worked on a fully online Hospitality Management Program. This proposal was sent and approved by SUNY – now pending SED approval. • The Business Programs Department recently modified four programs (2019 and 2020 catalogs) to improve pathways to completion. International Business AS, Sports Management AS, Accounting AAS, Paralegal AAS. The AAS in Marketing Management (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** There will be a sustained process of updating and reviewing the college's website, Degree Works, and the catalog in order to maintain the accuracy of information. **What did you learn about your unit through this assessment cycle?:** This is critical to students and faculty to ensure the latest and up to date information about any changes to degree programs.	

Admin - Health Sciences Division

Goal: 1: Provide Informational and Support Resources for HS Division Educational Assessment

Provide Informational and Support Resources for HS Division Educational Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Provide HS Division with timely information regarding Middle States Self-Study *** Benchmark:** HS Division members have access to documents related to the MS self-study. **Resource Requests:** HS committee representatives sharing information;	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Updates a regular part of Division Council (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to include updates and dissemination of information on Div Cncl agenda **What did you learn about your unit through this assessment cycle?:** Adding this to the agenda kept Divsion Cncl members informed and enabled more points of information sharing to occur across departments	**Action Plan:** Continue to share updates on the MS follow up report from the team and actions or discussions taken (08/04/2021)

Admin - Health Sciences Division

Goal: 1: Provide Informational and Support Resources for HS Division Educational Assessment

Means of Assessment	Results	Action Plans
Dean; Division Cncl dissemination of information.		
HS chairpersons will provide updates on Self-Study, Program Review or Self-Study Follow-up reports at Division Council. * Benchmark: Updates provided by chairpersons.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Updates and progress reported (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to include on Div Cncl Agenda and follow-up with PR or self-study writers to ensure timeline for completion is met **What did you learn about your unit through this assessment cycle?:** Accrediting timelines keep self-study completion on track and support from IE and faculty in the programs is an essential component to success **Related Documents:** 2020-2021 HS Division Council Assessment Reporting.docx	**Action Plan:** Continue to utilize internal resources (IE and faculty within programs) to support completion; Continue with timely feedback on self-study or PRs (08/04/2021)

Goal: 2: Complete all HS Division Self-Studies, Program Reviews and Course Assessment

Complete all HS Division Program Self-Studies, Program Reviews and Course Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Self-Studies and Program Reviews will be completed. * Benchmark: All scheduled program reviews will be completed. Resource Requests: Office of IE Support Resources (Timeline, PR data, PR Guide)	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CLT self-study site visit completed October 15 2020 (follow up decision by NAACLS - accreditation for 10 yrs) DH Self-Study submitted to CODA (site visit scheduled Sept 29-30) HIT Self-Study submitted to CAHIIM (site visit scheduled Oct 7-8) NUR Focused Follow-up Report submitted to ACEN March 2021 Health Studies AAS/AS PR completed (External Team Review scheduled Aug 5 2021)	**Action Plan:** Continue to support chairperson release time; utilize IE resources to the greatest extent possible to support timely completion of self-studies/PRs Determine supplemental information needed for internal reporting for accredited programs (08/05/2021)

Admin - Health Sciences Division

Goal: 2: Complete all HS Division Self-Studies, Program Reviews and Course Assessment

Means of Assessment	Results	Action Plans
	PTA Focused Follow-up Report submitted to CAPTE March 2021 MA Self-Study submitted to CAAHEP June 2021 (site visit Oct 28-29) (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Provide needed support as requested; work with IE as needed and utilize resources that may be available **What did you learn about your unit through this assessment cycle?:** IE support and time to write and coordinate visits requires chairperson release time dedicated to completing self-studies by accreditor and institutional deadlines **Related Documents:** NAACLS Continuing Accred Letter 5_24_2021.pdf Program Review Schedule 2021 revSu2021.xlsx	
Work with IE on a modified PR for all accredited programs *** Benchmark:** Outline of tentative PR for accredited programs. **Resource Requests:** IE and Dean support; chairpersons	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Action Plan template used for all PRs for 2 and 5 year goal development was provided by IE in June 2021; all programs moving forard will complete at the conclusion of the self-study (08/05/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will use action plan template **What did you learn about your unit through this assessment cycle?:** Self-studies meet the standards for content inclusion for program accreditator review; the action plan template can be used to develop enrollment, retention, and assessment goals **Related Documents:** Action Plan Template for PR BLANK.docx	**Action Plan:** Complete action plan template for all completed self-studies (08/05/2021)

Admin - Institutional Effectiveness

Goal: Data analytics and academic master plan

Utilize data analytics to support the development of a new academic master plan and to incorporate an annual program health check to ensure program effectiveness, relevancy, and alignment with transfer and workforce needs.
Goal Status: Active

Admin - Institutional Effectiveness

Goal: Data analytics and academic master plan

Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - To aid faculty and deans in completion of program reviews, refine program review template, timeline, and data packets. *** Benchmark:** A refined effective program review template, timeline, and data packet is available to facilitate program reviews.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Program review was refined based on faculty/dean feedback. A refined timeline was developed by September 2020 for campus use this academic year. Data packets were provided to faculty to aid in data review and a Data Book was developed and published for campus-wide use, providing enhanced data analytics for programmatic assessment and decision-making. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to obtain feedback and refine the PR template based on assessment, and enhance the process to aid in program review success and the health of the institution. **What did you learn about your unit through this assessment cycle?:** The program review process has been favorably received, despite the work that must be put into it. Faculty have reported that they have found the process meaningful and valuable in informing program decisions. Positive changes have been implemented within programs based on results. **Related Documents:** PR Template 2020.docx PR Timeline 2020.docx	**Action Plan:** Continue to refine the PR template and process each year, based on annual assessment from faculty and deans in order to ensure usefulness of the process. (07/02/2021)
Program/Project Implementation - Following program review program guidelines, develop a process and culture in which to more widely communicate program improvement plans. *** Benchmark:** Assessment findings are widely communicated throughout campus via various modalities.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Program review results and action plans were shared with CAI by faculty. PRs were shared with the BOT in 12/20 meeting. Annual Action Plan Progress Form developed to ensure continuous improvement and progress on action plans throughout the program review cycle. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to find ways to provide faculty opportunities to share program review assessment findings. **What did you learn about your unit through this assessment cycle?:** Communication about assessment results is essential in order to ensure the program review process is faculty driven and that it provides meaning for program continuous improvement.	**Action Plan:** Continue to find opportunities for faculty to share assessment results with a wide audience. Additional sharing opportunities will be added to the next rendition of the program review process. (07/02/2021)

Admin - Institutional Effectiveness

Goal: Data analytics and academic master plan

Means of Assessment	Results	Action Plans
	Related Documents: 5.11.21 PR Sharing PD	

Admin - Liberal Arts Division

Goal: Strategic Goal 2 Teaching and Learning LA Goal: Program Reviews

Complete scheduled program reviews for the LA Division: AY 20 LAAA, EC/ECCT, HSAS; AY 21 Individual Studies, LAGS, Music.
Goal Status: Archived
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/01/2020
Inactive Date: 08/31/2021

Means of Assessment	Results	Action Plans
Program/Project Implementation - The Dean will review the recommendations of external program reviewers and report to the academic vice president. *** Benchmark:** 100%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met o In Academic Year 2020-2021, the English Department completed full course assessments of ENG 110, ENG 111, and ENG 220. (English) o The A.S. in Music Program Review is in the final stages and will be finished during Summer 21. (Music) o The LAAA Program Review was completed at the end of the Fall 2020 semester. o The HSAS Program Review is completed except for the external review committee report. o The EC AAS, Program Review will be completed by Summer 2021. o EC A.A.S. Program Review is completed, and the department will hold its meeting for the External Review team on June 11 (Education) o The Human Services program review was completed as of May 17th, 2021. (Psychology) (06/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Program Reviews are part of an ongoing assessment and will continue to be discussion items with chairs. **What did you learn about your unit through this assessment cycle?:** Over time, degree requirements have changed and SUNY needs to be updated on changes that exceed 20% of	

Admin - Liberal Arts Division

Goal: Strategic Goal 2 Teaching and Learning LA Goal: Program Reviews

Means of Assessment	Results	Action Plans
	the credits in a program.	

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Provide dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to effectively contribute to their community

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Develop an online strategic plan, incorporating asynchronous, synchronous and Hyflex delivery methods. Provide trainings to support remote learning (student support); Provide training to faculty related to technology resources available; Develop technology and provide training in order to offer 10 courses utilizing Hyflex. *** Benchmark:** Distance learning strategic plan developed by 2/2021. 3 trainings to support remote learning by 12/20. 3 trainings to support faculty related to technology resources by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met -Goal: Online strategic plan - Completed -Goal: Trainings to support remote learning - Completed -Goal: Training for faculty - Completed -Goal Develop technology and provide training in order to offer 10 courses utilizing Hyflex - 7 courses being piloted. -Goal: Hyflex pilot of 2 courses in spring 21. 10 on schedule for Fall 21. Hyflex Sandbox developed and rolled out to campus. Hyflex trainings were provided. Offered a Hyflex grant (no applicants). Each faculty has been assigned an ID who is working with them on a developed timeline using a rubric to have their courses prepared and ready for fall rollout. There are 11 Hyflex courses slated for Fall 2021. (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Will continue to provide training and further develop academic offerings in this area. (06/07/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
Pilot 2 Hyflex courses in Spring 2021 with 10 on the schedule for Fall 2021.		
Program/Project Development - Following program review program guidelines, develop a process and culture in which to more widely communicate program improvement plans. *** Benchmark:** By 12/20 a process and culture to more widely communicate program improvement plans is developed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to use the process that was developed. (06/07/2021)
Program/Project Implementation - Reimagine and redesign the TRC and professional development. *** Benchmark:** Redesigned TRC by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Implementation (06/07/2021)

Admin - Professional Development

Goal: Report NC SARA Data and develop process documentation for future reporting

Complete annual NC SARA reporting requirements by 6/15/21; document process for future requirements
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/04/2021

Means of Assessment	Results	Action Plans
Institutional Reports - Completed report submission and process document submitted to supervisor	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A report was completed and a process document developed. (06/24/2021)	**Action Plan:** Refine Out of State Learning Placement form based on

Admin - Professional Development

Goal: Report NC SARA Data and develop process documentation for future reporting

Means of Assessment	Results	Action Plans
for review/revisions *** Benchmark:** Consistent and timely completion **Resource Requests:** Budgeted SARA monies in TRC/PD budget.	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to update materials as NC SARA requirements can change; now that we have done it successfully, future reporting should be seamless. **What did you learn about your unit through this assessment cycle?:** Documentation of processes that impact the college are paramount in sustainability planning. **Related Documents:** NC SARA Process Document	new requirements; this must be monitored annually. (06/24/2021)

Admin - STEM Division

Goal: Goal 1: Provide Informational and Support Resources for the STEM Division Educational Assessment

Provide Informational and Support Resources for the STEM Division Educational Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Informational and support resources for assessment have been provided *** Benchmark:** Up-to-date information and document access for assessment is provided. **Resource Requests:** Communication tools (MyCollege); Staff to support timely uploads after completion	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PR cycle and department reporting of progress towards PR completion part of division council agenda; Middle States updates also provided. (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to place assessment updates on Div Cncl Agenda **What did you learn about your unit through this assessment cycle?:** Reporting out on PR progress and course assessment needs to be more focused with some tangible action items to discuss regarding progress in each assessment area (Prs and course assessment)	**Action Plan:** Continue to include progress reports and discussion (08/03/2021)
STEM PR updates provided by Chairperson at Division Council regarding PRs taking place in the respective department._copy *** Benchmark:** Division Council	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PR updates provided (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to include on Division agenda with specific achievements through out academic	**Action Plan:** Offer opportunities to highlight and share what was learned about the program; specific approaches that supported writing the PR etc (08/03/2021)

Admin - STEM Division

Goal: Goal 1: Provide Informational and Support Resources for the STEM Division Educational Assessment

Means of Assessment	Results	Action Plans
members will provide updates on status of PRs on a regular basis.	year--highlighting accomplishments throughout the process **What did you learn about your unit through this assessment cycle?:** More sharing of approach and 'best practices' in writing PRs is needed	
PR's completed will be accessible in STEM Division MyCollege folder. *** Benchmark:** PR's are accessible in MyCollege upon completion. **Resource Requests:** Secretarial support	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Uploaded in MyCollege and filed in IE office (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Secretarial support **What did you learn about your unit through this assessment cycle?:** Secretarial support needed to upload documents in a timely manner	**Action Plan:** Continue to upload PRs into the STEM Division My College Folder for all division access and transparency. (08/03/2021)

Goal: Goal 2: Complete all STEM Division Program Reviews and Course Assessment

Complete all STEM Division Program Reviews and Course Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program Review recommendations will have a timeline for implementation and periodic, systematic data collection defined as a road map for continuous improvement. *** Benchmark:** Action Plan Developed (Part 10 of PR Study) **Resource Requests:** Office of IE Data Support **Related Documents:** Environmental Science Action Plan Annual Progress Update Program SPRING 2021 (2).pdf Engineering Science Action Plan	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Engineering Science AS and Environmental Science AS Action Plans Developed (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Meeting regularly with faculty to ensure open communication about resources needed to achieve goals. **What did you learn about your unit through this assessment cycle?:** The PR action plans are driving informed decisions using data and external constituency feedback for meeting PLOs and enrollment targets. **Related Documents:** ENV AS Annual Action Plan Progress Update 2020-2021.pdf EGR AS Annual Action Plan Progress Update 2020-2021.pdf	**Action Plan:** Action Plans are in the document repository and uploaded into MyCollege for all STEM Division (08/03/2021) **Budget/Resource Implications:** Specific support as outlined in the action plan reports

Admin - STEM Division

Goal: Goal 2: Complete all STEM Division Program Reviews and Course Assessment

Means of Assessment	Results	Action Plans
[Annual Progress Update 5_21_2021.pdf](#)		

Admin - Teaching Resource Center

Goal: Online Accessibility with Ally

Work with faculty who have implemented Blackboard Ally to increase the Accessibility score of their Ally Development Shells by 5-10% for courses that originally were below 80% accessible.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 07/01/2020

Means of Assessment	Results	Action Plans
Data Related - Comparison of Accessibility Score for course before and after work in Ally *** Benchmark:** Increased Accessibility Score	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Of the courses that were reviewed for accessibility, an aggregated average of Ally scores increased by 7 percentage points. (06/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue offering accessibility reviews and use Ally reports to engage faculty in this process. **What did you learn about your unit through this assessment cycle?:** More to come. **Related Documents:** [Overall Ally Score Change for Reviewed Courses 6-25-21.xlsx](#)	**Action Plan:** Market accessibility reviews; intentionally recruit faculty and target courses that are less than 80% accessible for accessibility review. (07/12/2021)

Teaching and Learning - Strategic Objective 2 - Offer faculty and staff professional development opportunities informed by program and student learning outcome data, best practices, and for the intellectual, scholarly and interpersonal growth of the campus community.

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 2 Teaching and Learning: 1. Develop an online strategic plan, incorporating asynchronous, synchronous and Hyflex delivery methods.

o   BPS Faculty will attend trainings offered regarding the different course modalities.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Faculty will report to the Dean's request as to which training courses they attended. *** Benchmark:** 33% of faculty	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • All BIT faculty are fully certified in Blackboard/all BIT courses are offered fully online including the use of Camtasia, Ensemble, Zoom, Collaborate, and text messaging for both synchronous and asynchronous delivery of course materials. o This was successfully carried out by the department since the pandemic started. Many of BIT's courses received updates of material. All of the methods above were used by faculty to continue engagement of students in our asynchronous environment. • All fulltime CJES faculty and all but 1 adjunct faculty (who team teaches with an adjunct who is) are fully certified on Blackboard. o CJES courses were offered in all modalities but Hyflex during this academic year. o Asst. Prof. Leigh Martindale attended the week long SUNY Hyflex training, and the Prof. Dev. Hyflex round table discussion. • Hospitality Programs currently incorporate all modalities (except HyFlex). o Hospitality Programs will not be developing Hyflex courses. • The Business Programs department faculty are fully certified in Blackboard. o Full time BUS faculty Pat O'Bryan, Lee Heron, and Erin Frye completed HyFlex training in order to offer Fall '21 Hyflex courses. (05/17/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** There is an expectation among the faculty that ongoing training regarding course delivery that is not face-to-face is a necessity. **What did you learn about your unit through this assessment cycle?:** The BPS division is actively engaged with this process and will continue to do so.	

Teaching and Learning - Strategic Objective 2 - Offer faculty and staff professional development opportunities informed by program and student learning outcome data, best practices, and for the intellectual, scholarly and interpersonal growth of the campus community.

Admin - Business and Professional Studies Division

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 2: Teaching and Learning

Develop and facilitate educational experiences that allow students the opportunity to learn and grow both inside and outside of the classroom
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of presentations that Campus Life staff present to students, and the events and activities that are enhanced with an emphasis on mental health and wellness topics. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/211 Targets o All Campus Life areas incorporated a mental health/wellness focus in student engagement offerings, including the Athletics department highlighting at least one mental health and/or wellness awareness theme during sporting games during the 2020/21 seasons. o The DOS "Information for Faculty and Staff" webpage at https://www2.sunybroome.edu/dos /faculty-staff-resources/ was regularly updated and publicized to faculty and staff at least once every semester.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas incorporated a mental health/wellness focus in student engagement offerings, including the Athletics department highlighting at least one mental health and/or wellness awareness theme during sporting games during the 2020/21 seasons - Ex. The cross country team promoted mental health awareness during Mental Illness Awareness Week, October 4-10. by wearing lime green wrist bands during meets. 2. The DOS "Information for Faculty and Staff" webpage at https://www2.sunybroome.edu/dos/faculty-staff-resources/ was regularly updated and webpage resources were publicized to faculty and staff regularly. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Due to the continued vacancy of significant positions (Student Activities and Sponsored Programs directors), the pending retirement of the Athletics director, the recent resignation of the DOS secretary, and the Health Services secretary's transfer to another department, it is imperative that all Campus Life areas work in collaboration and pool staff resources to maintain a smooth, efficient, and comprehensive delivery of student engagement opportunities that focus on holistic wellness. **What did you learn about your unit through this assessment cycle?:** "Student Activities" is an area of programming that should be integrated across all Campus Life departments (Athletics, Counseling Services, Student Health Services, DOS, Conduct) via the development and implementation of intentionally collaborative efforts focused on holistic wellness and engagement, rather than serving as a stand-alone area. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	**Action Plan:** Transition away from the use of "Student Activities" in both concept and name, and instead brand a "Campus Life" theme of holistic student wellness and engagement programming, which encompasses the areas of Clubs, Orgs, Leadership and Activities as well as the departments overseen by the Office of the DOS (Athletics, Counseling Services, Student Health Services, Conduct & Adjudication). (07/30/2021) **Budget/Resource Implications:** A "Campus Life" brand will be incorporated on any signage and student incentives, giveaways, promotional items purchased through the Student Activity Fee budget.

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
Related Documents: CampusLife Fall 2020 Interim Report (2).pdf CampusLife AY2020-21 Final Report.pdf		

Admin - Health Sciences Division

Goal: 5: Offer Health Sciences education that capitalizes on the strengths and needs of all students served by the Health Sciences Division.

Offer Health Sciences education that capitalizes on the strengths and needs of all students served by the Health Sciences Division.
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Determine baseline 3-year trend of retention from years 18-19; 19-20; and 20-21 *** Benchmark:** Data retrieved and reviewed. **Resource Requests:** IE data support; Use of existing data **Related Documents:** fall_2020_data_book_final.pdf	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Data Book will be used for an initial review (08/09/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to utilize data from the annually published data book provided by IE. **What did you learn about your unit through this assessment cycle?:** Data book will be helpful to reveiw retention,and persistence by program.	**Action Plan:** Review data to set retention Divisional and department goals for 2021-2022. (08/09/2021) **Budget/Resource Implications:** IE support and department review of data.

Admin - Institutional Effectiveness

Goal: Reimagine TRC and Professional Development

Working with the VPAA and Assistant Dean, the Dean of IE will reimagine and redesign the TRC and professional development.
Goal Status: Active

Teaching and Learning - Strategic Objective 2 - Offer faculty and staff professional development opportunities informed by program and student learning outcome data, best practices, and for the intellectual, scholarly and interpersonal growth of the campus community.

Admin - Institutional Effectiveness

Goal: Reimagine TRC and Professional Development

Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Hire and onboard an Assistant Dean. Conduct assessment of campus professional development needs and implement plan to address gaps through provision of professional development offerings. Assess campus ability to provide online learning and develop a plan to address gaps to meet faculty and student needs. *** Benchmark:** Assistant Dean is in place to oversee operations of the TRC and provide leadership for distance learning and professional development. Professional development offerings are tailored to meet the campus' needs with the end goal the promotion of student success. A plan to address identified gaps for distance learning is implemented with the end goal the promotion of student success.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met An Assistant Dean of Distance Learning and Professional Development was hired 1/21. Weekly meetings conducted to provide mentorship and guidance. Student and employee surveys conducted Spring 20-Fall 21 were utilized to focus professional development offerings. PD offerings were provided every other week during Broome Zooms in the spring semester. The use of professional development grant funds was reimagined to align with data findings and Academic Affairs goals. Grant opportunities were developed and provided to faculty/staff: Hyflex course development grant; Mindful Leadership Grant; Diversity, Equity & Inclusion Grant. Distance Learning Strategic developed; endorsed by the DLSC, and sent to VPAA for review. Shared with the AL Team for review and feedback. Vendors for captioning, proctoring, document accessibility reviewed and decisions will be made. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Dean of IE will continue to provide mentorship to the Assistant Dean of DL and PD and facilitate professional development and instructional design offerings to meet campus needs. **What did you learn about your unit through this assessment cycle?:** Having dedicated oversight to distance learning and professional development has led to enhanced offerings in line with the strategic plan and has strengthened PD offerings to our campus, meeting faculty/staff needs. Particularly during the last year with the shift to distance learning and working, PD was essential to provide support to the campus. **Related Documents:** Distance Learning Strategic Plan FINAL.pdf Microcredential Development Grant Opportunity.pdf CIT Registration Support.pdf Broome Zooms Spring 2021.pdf	**Action Plan:** In the next year, working with the AD of DL/PD, the Dean of IE will facilitate rebranding of the TRC with a focus on regularly scheduled PD opportunities offered within a variety of formats. A clearly defined PD application process will be developed. (07/02/2021)

Teaching and Learning - Strategic Objective 2 - Offer faculty and staff professional development opportunities informed by program and student learning outcome data, best practices, and for the intellectual, scholarly and interpersonal growth of the campus community.

Admin - Institutional Effectiveness

Goal: Reimagine TRC and Professional Development

Means of Assessment	Results	Action Plans
	[Racial Justice_Equity ILO and DEI Development Grant.pdf](#) [Course Design Innovation Grant.pdf](#) [SUNY SAIL Mindful Leadership Grant.docx](#)	

Admin - LAD Math Lab

Goal: Training

provide materials or resources to professional staff
Goal Status: Active
Planned Assessment Cycle: 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 08/27/2018

Means of Assessment	Results	Action Plans
Program/Project Implementation - count workshop attendees *** Benchmark:** provide one training session. **Resource Requests:** video projector, laptop, removable storage (to archive workshop information)	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We created approximately 20 pages of training materials to help the tutors adapt to the new tutoring system we used this year. This appears to have been overkill, since some of the new tools weren't popular among tutors. We can safely remove about half of the training material for future tutors. We also tested some additional readings, such as Darling-Hammond's "Inequality and Access to Knowledge," on several peer tutors to see what was readable. Darling-Hammond's paper, despite its length, was clear and easy for student tutors to read. Steele and Aaronson's "Stereotype Threat and the Intellectual Test Performance of African Americans," while less reading, was not a hit. Finally, we provided some direct support to tutors who had trouble with three key calculus topics - related rates word problems; volume by shells, disks, or washers; and sequences and series. When tutors had trouble and there was not a backlog of students (which was rare,	**Action Plan:** Conduct training sessions focusing on at least one of the identified areas of need, either in calculus or statistics. Look for more papers that new tutors can read when the Lab is quiet. (06/08/2021) **Budget/Resource Implications:** We will need time to develop these sessions, so we will need enough tutoring hours in our budget to staff the Math Lab without requiring the learning specialists to spend all of their time tutoring. Furthermore since tutors should be paid for their

Admin - LAD Math Lab

Goal: Training

Means of Assessment	Results	Action Plans
	since students typically came in waves), learning specialists would explain the concepts to both the tutor and the student. (06/08/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We have identified several areas in addition to the calculus topics listed above that tutors are weak on. **What did you learn about your unit through this assessment cycle?:** We identified multiple topics that many or all of our tutors have trouble with. In addition, we observed that at least some of the difficulty in reading Steel and Aaronson's stereotype threat was that tutors were uncomfortable skipping bits in the methods section. This may be why the Darling-Hammond paper is easier to read, since it's much more narrative.	time, we will need a few additional hours for them actually attend the sessions.

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Provide dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to effectively contribute to their community
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Develop an online strategic plan, incorporating asynchronous, synchronous and Hyflex delivery methods. Provide trainings to support remote learning (student support); Provide training to faculty related to	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met -Goal: Online strategic plan - Completed -Goal: Trainings to support remote learning - Completed -Goal: Training for faculty - Completed -Goal Develop technology and provide training in order to offer 10 courses utilizing Hyflex - 7 courses being piloted. -Goal: Hyflex pilot of 2 courses in spring 21. 10 on schedule for Fall 21. Hyflex Sandbox	**Action Plan:** Will continue to provide training and further develop academic offerings in this area. (06/07/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
technology resources available; Develop technology and provide training in order to offer 10 courses utilizing Hyflex. *** Benchmark:** Distance learning strategic plan developed by 2/2021. 3 trainings to support remote learning by 12/20. 3 trainings to support faculty related to technology resources by 12/20. Pilot 2 Hyflex courses in Spring 2021 with 10 on the schedule for Fall 2021.	developed and rolled out to campus. Hyflex trainings were provided. Offered a Hyflex grant (no applicants). Each faculty has been assigned an ID who is working with them on a developed timeline using a rubric to have their courses prepared and ready for fall rollout. There are 11 Hyflex courses slated for Fall 2021. (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	
Program/Project Development - Following program review program guidelines, develop a process and culture in which to more widely communicate program improvement plans. *** Benchmark:** By 12/20 a process and culture to more widely communicate program improvement plans is developed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to use the process that was developed. (06/07/2021)
Program/Project Implementation - Reimagine and redesign the TRC and professional development. *** Benchmark:** Redesigned TRC by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Implementation (06/07/2021)

Teaching and Learning - Strategic Objective 2 - Offer faculty and staff professional development opportunities informed by program and student learning outcome data, best practices, and for the intellectual, scholarly and interpersonal growth of the campus community.

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Admin - Professional Development

Goal: Offer focused and intentional professional learning and development efforts.

Professional Development offers at least 12 professional learning and development activities in the following areas: Teaching and Learning; Diversity, Equity, and Inclusion; Accessibility; Student Retention; and Continuous Improvement in spring 2021
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/04/2021

Means of Assessment	Results	Action Plans
Institutional Reports - Documented frequency of events that meet the criteria indicated in goal statement (marketing for events; attendance lists from PD registrations; attendance taken at events). *** Benchmark:** Frequency of events equal to or greater than criteria indicated in goal statement. **Resource Requests:** Professional Development budget line to build and offer PD program that meets the needs of the campus identified in the needs assessment.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Goal was met and exceeded. (06/16/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Summer 21 will be spent on developing at least a semester's worth of PD events to publish to the campus at the start of the fall 21 semester; moreover, a campus wide license was purchased for Innovative Educators, which will provide access to live and on-demand workshops to all faculty and staff. **What did you learn about your unit through this assessment cycle?:** Our unit offered PD in the remote synchronous environment to much success. As we progress as a unit, more options that blend in person, remote synchronous, and fully asynchronous will be explored and offered. **Related Documents:** Professional Development Workshops held 1_1_2021_6_1_2021.xls PD Report to Foundation 20-21.docx	**Action Plan:** Use summer 21 to prepare fall selection of in-house workshops; one year license to Innovative Educators will be rolled out and bundled into portable microcredentials; enhance the professional development website for one-click resources to support teaching and learning. (06/17/2021) **Budget/Resource Implications:** IE license paid out of PDAP funds that were unspent; website involves partnership with MarCom for updating, training of unit secretary for support.

Goal: Reimagine and leverage the use of professional development funding to provide two PD grants to support academic innovation.

At least two PDAP funded opportunities to support academic innovation 1. Hyflex 2. Microcredentials
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021

Teaching and Learning - Strategic Objective 2 - Offer faculty and staff professional development opportunities informed by program and student learning outcome data, best practices, and for the intellectual, scholarly and interpersonal growth of the campus community.

Admin - Professional Development

Goal: Reimagine and leverage the use of professional development funding to provide two PD grants to support academic innovation.

Start Date: 01/04/2021

Means of Assessment	Results	Action Plans
Program/Project Development - Grants planning approval for reimagined use of PDAP funds that meet the criteria indicated in the goal statement. *** Benchmark:** Availability of grants to faculty members.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Goal partially met; one grant was awarded for Microcredentials. No grants were awarded for Hyflex in the 7 week model; the IDs are supporting 7 faculty members in developing a hyflex course in the 15 week model to be offered in the fall 2021 semester. These are not grant funded. Due to a lack of interest in the Hyflex grant, we were able to reallocate those funds to other grant opportunities, exhausting grant funds for AY 20-21. (06/16/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The goal was identified as a goal for the semester. In the event that we are asked to support Microcredentials with grant funds again, we will draw upon the experience of the awardee to market the grant and the requirements of it more effectively. **What did you learn about your unit through this assessment cycle?:** In my estimation, it was difficult to make this opportunity more attractive due to the time required to develop the deliverables for each of the grants given the experiences of our faculty related to Covid. I believe if things were "normal", we might have had a more robust response. Support from the department chairs and academic deans for new initiatives is also paramount to their success. **Related Documents:** [PD Report to Foundation 20-21.docx](#)	**Action Plan:** Additional grant opportunities to support faculty learning through the lens of the academic affairs goals will be offered and resources provided by SUNY and other professional learning entities will be utilized in support. (06/17/2021) **Budget/Resource Implications:** Funding outside of tuition and travel to conferences will have to be normed and processes related to how these are paid out developed.

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Contribute to student growth and learning by supporting the College's institutional goals and strategies as well as specific department objectives through the planning, development and award of grant-funded initiatives that promote an inclusive teaching- and learning-centered environment.

Goal Status: Active

Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Track the number of	**Reporting Period:** 2020 - 2021	

Teaching and Learning - Strategic Objective 2 - Offer faculty and staff professional development opportunities informed by program and student learning outcome data, best practices, and for the intellectual, scholarly and interpersonal growth of the campus community.

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Means of Assessment	Results	Action Plans
grant proposals/applications submitted annually. Track the number and dollar amount of grants received. Compare numbers and dollar amounts to the two prior academic years. *** Benchmark:** Grant opportunities will be identified and publicized with faculty, staff and students, and grant proposals/funding applications that support pedagogical excellence, student success, and student attainment of key learning outcomes will be submitted.	**Conclusion:** Benchmark Met 26 new grant proposals were submitted, totaling $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending approval/denial. (Does not include annual grant/contract renewals and formula allocation grant renewals.) Five-year comparison of new funding awards received: Academic Year Amount of Grant Funds Awarded Number of Awarded Grant Proposals 2016-17 $ 596,826 of $3,102,487 (19%) 9 of 19 (47%) 2017-18 $5,442,616 of $5,811,726 (94%) 15 of 20 (75%) 2018-19 $ 836,846 of $1,755,153 (48%) 22 of 28 (79%) 2019-2020 $4,961,248 of $12,849,382 (40%) 22 of 29 (76%) 2020-2021 $24,810,644 of $24,919,644 (99%) 22 of 26 (85%) (07/30/2021) **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director having been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals.	**Action Plan:** determine extent of meeting benchmarks within next two weeks (07/30/2021) **Follow-Up:** assessment completed (08/04/2021)
Data Related - Track baseline	**Reporting Period:** 2020 - 2021	

Teaching and Learning - Strategic Objective 2 - Offer faculty and staff professional development opportunities informed by program and student learning outcome data, best practices, and for the intellectual, scholarly and interpersonal growth of the campus community.

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Means of Assessment	Results	Action Plans
numbers of Request for Proposals (RFP) announcements released, grant proposals submitted, grant revenue received by their support of specific institutional goals/objectives and specific department(s). Use for prior year comparisons in future academic years. *** Benchmark:** Faculty/staff utilization of the grants planning resources and supports available through Sponsored Programs to support College strategies and specific department objectives will increase from prior year.	**Conclusion:** Benchmark Met in process (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** in process **What did you learn about your unit through this assessment cycle?:** in process	

Admin - Teaching Resource Center

Goal: Develop technology and provide training in order to offer 6 courses utilizing Hyflex modality

Hyflex pilot of at least 6 courses in fall 2021 TRC

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/04/2021

Means of Assessment	Results	Action Plans
Program/Project Implementation - Technology and trainings provided to Hyflex participants and a pilot cohort of at least 6 courses in fall	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 9 faculty members are working with instructional designers in a cohort model to develop Hyflex courses. While we aimed to have 10 courses, we do have 7 identified as going through	**Action Plan:** Begin marketing for second Hyflex cohort; refine and improve supporting materials based on experiences and feedback

Admin - Teaching Resource Center

Goal: Develop technology and provide training in order to offer 6 courses utilizing Hyflex modality

Means of Assessment	Results	Action Plans
2021. *** Benchmark:** Technology and trainings provided to Hyflex participants and a pilot cohort of at least 6 courses in fall 2021.	the Hyflex development process. All faculty requesting Hyflex assistance received Hyflex mentoring, resources , and instructional design support. (06/22/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Initial pilot cohort experience will be evaluated and refined in order to support academic innovation. **What did you learn about your unit through this assessment cycle?:** Challenges were related to providing instruction to faculty on something that was new to the ID team; while there was research done on it, no one had actually done it, contributing to a learning curve for all involved. As we progress through the development of this first set of courses, refinement and continuous improvement of materials used in support of the Hyflex project, along with feedback related to the practical application of how one does it, will be helpful as we aim to grow our institutional portfolio of Hyflex courses. **Related Documents:** Hyflex Project Folder	of first cohort. (06/22/2021)

Teaching and Learning - Strategic Objective 3 - Support diverse teaching methodologies grounded in best practices that challenge and inspire students to attain academic success and intellectual enrichment

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 2 Teaching and Learning: 1. Develop an online strategic plan, incorporating asynchronous, synchronous and Hyflex delivery methods. (2)

o   BPS departments will offer a balanced selection of courses in various modalities when creating their course schedules.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - The Dean will review the semester course schedule with the chairs. *** Benchmark:** 100% of the department faculty	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT offered courses fully online due to the COVID 19 pandemic. o Continuing into the fall 2021 the BIT department will be offering its courses as fully online asynchronous. This is due to both uncertainty at the time of schedule development over the pandemic and section management counts necessitating our online degree programs have online classes. o Also for the fall of 2021 the BIT department is pleased to offer the web development and management certificate in the 7/1/7 course format. Marketing for it is ongoing this summer. o To support strategic goal 2 the BIT department has also implemented micro credentials for the 7/1/7 program that will give students stepping stones along the path to the certificate completion. o Lastly the department is pursuing transfer paths and articulation agreements with Bellevue University and SUNY Empire to allow for more flexibility of our degree offerings. Work on that will continue this summer and into the fall. • CJES offered a variety of modalities: in-person, live-online, blended, synchronous, and asynchronous (Hyflex was not possible during the pandemic due to restrictions). • Hospitality Programs incorporated all modalities both semesters. • BUS offered a variety of modalities: in-person, live-online, blended, synchronous, and asynchronous. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Departments will continue to offer a balanced selection of courses in various modalities when creating their course schedules to meet the needs of students. **What did you learn about your unit through this assessment cycle?:** The faculty are	

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 2 Teaching and Learning: 1. Develop an online strategic plan, incorporating asynchronous, synchronous and Hyflex delivery methods. (2)

Means of Assessment	Results	Action Plans
	committed to offering courses in various modalities to meet the needs of face-to-face and remote students.	

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 2: Teaching and Learning

Develop and facilitate educational experiences that allow students the opportunity to learn and grow both inside and outside of the classroom
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of presentations that Campus Life staff present to students, and the events and activities that are enhanced with an emphasis on mental health and wellness topics. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/211 Targets o All Campus Life areas incorporated a mental health/wellness focus in student engagement offerings, including the Athletics department highlighting at least one mental health and/or wellness awareness theme during sporting games during	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas incorporated a mental health/wellness focus in student engagement offerings, including the Athletics department highlighting at least one mental health and/or wellness awareness theme during sporting games during the 2020/21 seasons - Ex. The cross country team promoted mental health awareness during Mental Illness Awareness Week, October 4-10. by wearing lime green wrist bands during meets. 2. The DOS "Information for Faculty and Staff" webpage at https://www2.sunybroome.edu/dos/faculty-staff-resources/ was regularly updated and webpage resources were publicized to faculty and staff regularly. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Due to the continued vacancy of significant positions (Student Activities and Sponsored Programs directors), the pending retirement of the Athletics director, the recent resignation of the DOS secretary, and the Health Services secretary's transfer to another department, it is imperative that all Campus Life areas work in collaboration and pool staff resources to maintain a smooth, efficient, and comprehensive delivery of student engagement opportunities that focus on holistic wellness.	**Action Plan:** Transition away from the use of "Student Activities" in both concept and name, and instead brand a "Campus Life" theme of holistic student wellness and engagement programming, which encompasses the areas of Clubs, Orgs, Leadership and Activities as well as the departments overseen by the Office of the DOS (Athletics, Counseling Services, Student Health Services, Conduct & Adjudication). (07/30/2021) **Budget/Resource Implications:** A "Campus Life" brand will be incorporated on any signage and

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
the 2020/21 seasons. o The DOS "Information for Faculty and Staff" webpage at https://www2.sunybroome.edu/dos/faculty-staff-resources/ was regularly updated and publicized to faculty and staff at least once every semester. **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf CampusLife AY2020-21 Final Report.pdf	**What did you learn about your unit through this assessment cycle?:** "Student Activities" is an area of programming that should be integrated across all Campus Life departments (Athletics, Counseling Services, Student Health Services, DOS, Conduct) via the development and implementation of intentionally collaborative efforts focused on holistic wellness and engagement, rather than serving as a stand-alone area. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	student incentives, giveaways, promotional items purchased through the Student Activity Fee budget.

Admin - Health Sciences Division

Goal: 5: Offer Health Sciences education that capitalizes on the strengths and needs of all students served by the Health Sciences Division.

Offer Health Sciences education that capitalizes on the strengths and needs of all students served by the Health Sciences Division.
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Determine baseline 3-year trend of retention from years 18-19; 19-20; and 20-21 *** Benchmark:** Data retrieved and reviewed. **Resource Requests:** IE data support; Use of existing data **Related Documents:**	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Data Book will be used for an initial review (08/09/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to utilize data from the annually published data book provided by IE. **What did you learn about your unit through this assessment cycle?:** Data book will be helpful to reveiw retention,and persistence by program.	**Action Plan:** Review data to set retention Divisional and department goals for 2021-2022. (08/09/2021) **Budget/Resource Implications:** IE support and department review of data.

Admin - Health Sciences Division

Goal: 5: Offer Health Sciences education that capitalizes on the strengths and needs of all students served by the Health Sciences Division.

Means of Assessment	Results	Action Plans
fall_2020_data_book_final.pdf		

Admin - Honors Program

Goal: First-Year Student Goal

Students will be able to identify an issue that impacts them on campus, develop a proposal to address the issue, and present their proposal.
Goal Status: Active
Planned Assessment Cycle: 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 08/27/2018

Means of Assessment	Results	Action Plans
Program/Project Development - Students will complete an oral and technology based presentation to their peers and Honors faculty members. *** Benchmark:** 90% of students enrolled in the freshmen seminar will pass the class with a C or higher.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 100% of the 14 students enrolled in HON 170 in Fall 2020 successfully completed the course with a C or higher. 12 out of 14 earned a "A", with one "A-" and one "C+" (02/24/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to offer HON 170. **What did you learn about your unit through this assessment cycle?:** The importance of having an Honors faculty member as the instructor for HON 170 to create course learning outcomes that align with the program mission. **Related Documents:** Fall 2020 HON 170 summary class list.pdf Fall 2020 Honors Program Memo.docx	**Action Plan:** A change in staffing in oversight of this program has occurred with attrition of the person who provided oversight for the program. The Honors Program developed a recommendation to suspend the program at the current time due to the pandemic and need for assessment of the purpose and intention of the program. (07/09/2021)

Admin - Liberal Arts Division

Goal: Strategic Goal 2 Teaching and Learning: LA Goal: Hyflex

The LA Division will seek to offer at least one Hyflex course on the fall 2021 schedule if supported with appropriate technologies.

Teaching and Learning - Strategic Objective 3 - Support diverse teaching methodologies grounded in best practices that challenge and inspire students to attain academic success and intellectual enrichment

Admin - Liberal Arts Division

Goal: Strategic Goal 2 Teaching and Learning: LA Goal: Hyflex

Goal Status: Archived
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/01/2020
Inactive Date: 08/31/2021

Means of Assessment	Results	Action Plans
Program/Project Implementation - In response to changes in college-wide modes of course delivery, faculty will offer courses in both the synchronous and asynchronous manner. In addition, faculty will be encouraged to offer a balanced schedule of course modes. The faculty interested in Hyflex training will apprise the Dean of their completed training. *** Benchmark:** 100%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met MUS 101 and MUS 185 will be offered as Hyflex courses Fall 2021. (07/16/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Faculty will continue to work with Instructional Designers throughout the remainder of the summer to ensure successful ability to offer the Hyflex course. Throughout the fall semester, faculty will continue to check in with IDs with any questions and to receive additional support throughout the semester, including troubleshooting potential issues that will come up. Based on the fall experience, faculty offering Hyflex courses will be part of professional development discussions across campus to help engage other faculty who are interested in offering this modality. **What did you learn about your unit through this assessment cycle?:** Implementation of Hyflex is smoother when an asynchronous course is already developed.	**Action Plan:** Faculty offering Hyflex courses will continue to work with the TRC to trouble shoot and address issues that may arise during the Fall semester. They will check in with IDs on a regular basis throughout the semester and participate in campus-wide discussions about Hyflex implementation. (07/16/2021)
	Reporting Period: 2020 - 2021 **Conclusion:** Benchmark Met o The Music Department will offer MUS101 and MUS185 in the Hyflex modality for Fall2021. Since only seven courses on campus are being offered in this modality, this is a high percentage from one department. (Music) o PED is offering courses in a traditional, asynchronous, and synchronous modalities for Fall 2021. (PED) o HPSS is updating the SLOs of most courses taught in the department to include ILO 7. (HPSS) o HPSS is focusing heavily as a department on student retention and sharing strategies such as sending personalized emails directly to students several times during the semester just to see how they are doing and if there is anything we can do for them. (HPSS) (06/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The division will continue to present courses in an array of balanced modalities.	

Admin - Liberal Arts Division

Goal: Strategic Goal 2 Teaching and Learning: LA Goal: Hyflex

Means of Assessment	Results	Action Plans
	What did you learn about your unit through this assessment cycle?: Faculty are willing to embrace different teaching methodologies. Both face to face and online.	

Admin - Library

Goal: Increase OER outreach efforts

The Library will continue to promote OER and assist faculty in OER adoption
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 03/01/2021

Means of Assessment	Results	Action Plans
Data Related - Track and document OER outreach activities and OER uptake *** Benchmark:** Compare number of OER sections with previous semesters	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We had 83 OER sections enrolling 1205 students in the 20-21 year. This is a slight increase from 79 sections in the corresponding period last year. There was a decline in the number of students enrolled from 1433 however. (06/07/2021) **What did you learn about your unit through this assessment cycle?:** If enrollment declines, we may see fewer OER sections even if more faculty decide to take up OER.	**Action Plan:** Since the data shows continued growth, we will continue to do what we have been doing. (07/13/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Provide dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to effectively contribute to their community
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
Program/Project Implementation - Develop an online strategic plan, incorporating asynchronous, synchronous and Hyflex delivery methods. Provide trainings to support remote learning (student support); Provide training to faculty related to technology resources available; Develop technology and provide training in order to offer 10 courses utilizing Hyflex. *** Benchmark:** Distance learning strategic plan developed by 2/2021. 3 trainings to support remote learning by 12/20. 3 trainings to support faculty related to technology resources by 12/20. Pilot 2 Hyflex courses in Spring 2021 with 10 on the schedule for Fall 2021.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met -Goal: Online strategic plan - Completed -Goal: Trainings to support remote learning - Completed -Goal: Training for faculty - Completed -Goal Develop technology and provide training in order to offer 10 courses utilizing Hyflex - 7 courses being piloted. -Goal: Hyflex pilot of 2 courses in spring 21. 10 on schedule for Fall 21. Hyflex Sandbox developed and rolled out to campus. Hyflex trainings were provided. Offered a Hyflex grant (no applicants). Each faculty has been assigned an ID who is working with them on a developed timeline using a rubric to have their courses prepared and ready for fall rollout. There are 11 Hyflex courses slated for Fall 2021. (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Will continue to provide training and further develop academic offerings in this area. (06/07/2021)
Program/Project Development - Following program review program guidelines, develop a process and culture in which to more widely communicate program improvement plans. *** Benchmark:** By 12/20 a process and culture to more widely communicate program improvement	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to use the process that was developed. (06/07/2021)

Teaching and Learning - Strategic Objective 3 - Support diverse teaching methodologies grounded in best practices that challenge and inspire students to attain academic success and intellectual enrichment

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
plans is developed.		
Program/Project Implementation - Reimagine and redesign the TRC and professional development. *** Benchmark:** Redesigned TRC by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Implementation (06/07/2021)

Admin - Professional Development

Goal: Develop and Implement Distance Learning Strategic Plan

Develop and implement a distance learning strategic plan, incorporating asynchronous, synchronous and Hyflex delivery methods
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/04/2021

Means of Assessment	Results	Action Plans
Institutional Reports - Submission of DLSP and implementation plan with criteria indicated in goal statement to supervisor. *** Benchmark:** Completion of DLSP, implementation plan	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Goal partially met. The Distance Learning Strategic Plan was shared with the Distance Learning Steering Committee in May 2021 and with Dr. Haynes, VPAA. The plan incorporates asynchronous, synchronous, and Hyflex delivery methods. Due to the time when it was completed, the next piece of the goal will be met over the next three years as we implement the plan. (06/16/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The time it took to complete a plan given all of the realities of the DLSC committee structure, along with the realities of getting buy in from stakeholders, is why the plan was not completed until 5/21; now that the plan has passed the DLSC unanimously, the plan is being incorporated into the Academic Master Plan.	**Action Plan:** Using the Distance Learning Strategic Plan, create benchmarks for completion of each of the plan's goals and objectives. Identify stakeholders and collaborators. (06/17/2021) **Budget/Resource Implications:** Engagement with faculty across the college will be crucial in achieving the plan's goals.

Admin - Professional Development

Goal: Develop and Implement Distance Learning Strategic Plan

Means of Assessment	Results	Action Plans
	What did you learn about your unit through this assessment cycle?: Implementation will require buy in from a number of key areas. **Related Documents:** Distance Learning Strategic Plan FINAL 21.docx	

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Contribute to student growth and learning by supporting the College's institutional goals and strategies as well as specific department objectives through the planning, development and award of grant-funded initiatives that promote an inclusive teaching- and learning-centered environment.

Goal Status: Active

Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Track the number of grant proposals/applications submitted annually. Track the number and dollar amount of grants received. Compare numbers and dollar amounts to the two prior academic years. *** Benchmark:** Grant opportunities will be identified and publicized with faculty, staff and students, and grant proposals/funding applications that support pedagogical excellence, student success, and student attainment of key learning outcomes will be submitted.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 26 new grant proposals were submitted, totaling $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending approval/denial. (Does not include annual grant/contract renewals and formula allocation grant renewals.) Five-year comparison of new funding awards received: Academic Year Amount of Grant Funds Awarded Number of Awarded Grant Proposals 2016-17 $ 596,826 of $3,102,487 (19%) 9 of 19 (47%) 2017-18 $5,442,616 of $5,811,726 (94%) 15 of 20 (75%) 2018-19 $ 836,846 of $1,755,153 (48%) 22 of 28 (79%) 2019-2020 $4,961,248 of $12,849,382 (40%) 22 of 29 (76%) 2020-2021 $24,810,644 of $24,919,644 (99%) 22 of 26 (85%) (07/30/2021) **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director having been on an unpaid leave of absence, Feb.	**Action Plan:** determine extent of meeting benchmarks within next two weeks (07/30/2021) **Follow-Up:** assessment completed (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Means of Assessment	Results	Action Plans
	2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals.	
Data Related - Track baseline numbers of Request for Proposals (RFP) announcements released, grant proposals submitted, grant revenue received by their support of specific institutional goals/objectives and specific department(s). Use for prior year comparisons in future academic years. *** Benchmark:** Faculty/staff utilization of the grants planning resources and supports available through Sponsored Programs to support College strategies and specific department objectives will increase from prior year.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met in process (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** in process **What did you learn about your unit through this assessment cycle?:** in process	

Admin - Teaching Resource Center

Admin - Teaching Resource Center

Goal: Develop technology and provide training in order to offer 6 courses utilizing Hyflex modality

Hyflex pilot of at least 6 courses in fall 2021 TRC

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/04/2021

Means of Assessment	Results	Action Plans
Program/Project Implementation - Technology and trainings provided to Hyflex participants and a pilot cohort of at least 6 courses in fall 2021. *** Benchmark:** Technology and trainings provided to Hyflex participants and a pilot cohort of at least 6 courses in fall 2021.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 9 faculty members are working with instructional designers in a cohort model to develop Hyflex courses. While we aimed to have 10 courses, we do have 7 identified as going through the Hyflex development process. All faculty requesting Hyflex assistance received Hyflex mentoring, resources , and instructional design support. (06/22/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Initial pilot cohort experience will be evaluated and refined in order to support academic innovation. **What did you learn about your unit through this assessment cycle?:** Challenges were related to providing instruction to faculty on something that was new to the ID team; while there was research done on it, no one had actually done it, contributing to a learning curve for all involved. As we progress through the development of this first set of courses, refinement and continuous improvement of materials used in support of the Hyflex project, along with feedback related to the practical application of how one does it, will be helpful as we aim to grow our institutional portfolio of Hyflex courses. **Related Documents:** Hyflex Project Folder	**Action Plan:** Begin marketing for second Hyflex cohort; refine and improve supporting materials based on experiences and feedback of first cohort. (06/22/2021)

Teaching and Learning - Strategic Objective 4 - Develop and implement a formalized framework for assessment and utilization of student learning, program and initiative outcome data in resource allocation decisions across all learning modalities   to attain equity in student success

Admin - Health Sciences Division

Goal: 2: Complete all HS Division Self-Studies, Program Reviews and Course Assessment

Complete all HS Division Program Self-Studies, Program Reviews and Course Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Self-Studies and Program Reviews will be completed. *** Benchmark:** All scheduled program reviews will be completed. **Resource Requests:** Office of IE Support Resources (Timeline, PR data, PR Guide)	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CLT self-study site visit completed October 15 2020 (follow up decision by NAACLS - accreditation for 10 yrs) DH Self-Study submitted to CODA (site visit scheduled Sept 29-30) HIT Self-Study submitted to CAHIIM (site visit scheduled Oct 7-8) NUR Focused Follow-up Report submitted to ACEN March 2021 Health Studies AAS/AS PR completed (External Team Review scheduled Aug 5 2021) PTA Focused Follow-up Report submitted to CAPTE March 2021 MA Self-Study submitted to CAAHEP June 2021 (site visit Oct 28-29) (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Provide needed support as requested; work with IE as needed and utilize resources that may be available **What did you learn about your unit through this assessment cycle?:** IE support and time to write and coordinate visits requires chairperson release time dedicated to completing self-studies by accreditor and institutional deadlines **Related Documents:** NAACLS Continuing Accred Letter 5_24_2021.pdf Program Review Schedule 2021 revSu2021.xlsx	**Action Plan:** Continue to support chairperson release time; utilize IE resources to the greatest extent possible to support timely completion of self-studies/PRs Determine supplemental information needed for internal reporting for accredited programs (08/05/2021)
Work with IE on a modified PR for all accredited programs	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** Complete action plan

Admin - Health Sciences Division

Goal: 2: Complete all HS Division Self-Studies, Program Reviews and Course Assessment

Means of Assessment	Results	Action Plans
* Benchmark: Outline of tentative PR for accredited programs. **Resource Requests:** IE and Dean support; chairpersons	Action Plan template used for all PRs for 2 and 5 year goal development was provided by IE in June 2021; all programs moving forard will complete at the conclusion of the self-study (08/05/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will use action plan template **What did you learn about your unit through this assessment cycle?:** Self-studies meet the standards for content inclusion for program accreditator review; the action plan template can be used to develop enrollment, retention, and assessment goals **Related Documents:** Action Plan Template for PR BLANK.docx	template for all completed self-studies (08/05/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Provide dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to effectively contribute to their community
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Develop an online strategic plan, incorporating asynchronous, synchronous and Hyflex delivery methods. Provide trainings to support remote learning (student support); Provide training to faculty related to technology resources available;	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met -Goal: Online strategic plan - Completed -Goal: Trainings to support remote learning - Completed -Goal: Training for faculty - Completed -Goal Develop technology and provide training in order to offer 10 courses utilizing Hyflex - 7 courses being piloted. -Goal: Hyflex pilot of 2 courses in spring 21. 10 on schedule for Fall 21. Hyflex Sandbox developed and rolled out to campus. Hyflex trainings were provided. Offered a Hyflex grant	**Action Plan:** Will continue to provide training and further develop academic offerings in this area. (06/07/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
Develop technology and provide training in order to offer 10 courses utilizing Hyflex. *** Benchmark:** Distance learning strategic plan developed by 2/2021. 3 trainings to support remote learning by 12/20. 3 trainings to support faculty related to technology resources by 12/20. Pilot 2 Hyflex courses in Spring 2021 with 10 on the schedule for Fall 2021.	(no applicants). Each faculty has been assigned an ID who is working with them on a developed timeline using a rubric to have their courses prepared and ready for fall rollout. There are 11 Hyflex courses slated for Fall 2021. (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	
Program/Project Development - Following program review program guidelines, develop a process and culture in which to more widely communicate program improvement plans. *** Benchmark:** By 12/20 a process and culture to more widely communicate program improvement plans is developed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to use the process that was developed. (06/07/2021)
Program/Project Implementation - Reimagine and redesign the TRC and professional development. *** Benchmark:** Redesigned TRC by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Implementation (06/07/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 2: Teaching & Learning

Provide dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to contribute to community life.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Expand the college's ability to fund academic programs and initiatives to support the teaching and learning environment. • Seek funding sources with third party experts (e.g. Burning Glass) to identify new and emerging employment markets and academic programs in high demand/high need occupations. *** Benchmark:** A labor market analysis platform is implemented.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Vendors including Burning Glass and EMSI were reviewed prior to the selection of EMSI as the labor market analysis platform of the college's choice. Funding was secured through the Finance Office to purchase the Analyst, a labor market analysis platform through EMSI. In addition, the college is currently undergoing an Economic Impact Study and Program Demand Gap Analysis through EMSI to further assist in obtaining data analytics to inform future program development and revision and the college's impending strategic planning process. The IE Office has provided data analytics to faculty and academic leadership utilizing the Analyst to show alignment of current programs with regional workforce needs. This data is currently being utilized by the Academic Master Planning team. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Now that the labor market analysis platform has been secured, the IE Office will continue to oversee the system and incorporate the use of labor market data analytics into the college's current processes. The college will utilize the Economic Impact Study and Program Demand Gap Analysis results as part of its strategic planning process. **What did you learn about your unit through this assessment cycle?:** Labor market data analytics are crucial to position the college to best prepare students for regional workforce needs and to meet the needs of the community.	**Action Plan:** The IE Office will continue to manage the EMSI contract and services and incorporate labor market data into the college's processes, such as the program review process. Findings from the EIS and PDGA will be utilized by the college for strategic planning. The Finance Division will work with Academic Affairs to ensure funding for the Analyst, as long as it remains useful for the college, for future fiscal years. (07/30/2021) **Budget/Resource Implications:** Maintain funding for the Analyst platform; cost has been incorporated into the IE budget.
Data Related - Expand the college's ability to fund academic programs and initiatives to support the teaching and learning environment. • Increase funding by at least 10% for Technology Fee	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The college funded all IT requests this past academic year, exceeding the 10% benchmark. Due to COVID, additional funds were secured and allocated for technology purposes, including laptops, peripherals, expansion of wifi access, etc. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:**	**Action Plan:** A 3-year technology capital plan was developed. Infrastructure/security/tech category for quarter of million was submitted to the county—part of the capital budget. If approved,

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 2: Teaching & Learning

Means of Assessment	Results	Action Plans
inclusive of additional laptops and campus wi-fi connectivity for students. *** Benchmark:** Technology Fee initiative funding is increased by 10%.	Faculty and staff will continue to make technology requests as part of the budget request process, with funding allocated to meet student and employee needs. The Technology Fee initiative will continue to be funded. **What did you learn about your unit through this assessment cycle?:** This past year, due to COVID, many technological needs and changes emerged. As a result, to ensure the needs of the campus are met, the VPAFA and VPAA worked with ITS to develop a three year technology capital plan.	next step is for SUNY to verify county support, which will be completed by April 1, 2022. Continue to enhance the multiyear planning and financing for IT. (07/30/2021)

Admin - Professional Development

Goal: Report NC SARA Data and develop process documentation for future reporting

Complete annual NC SARA reporting requirements by 6/15/21; document process for future requirements
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/04/2021

Means of Assessment	Results	Action Plans
Institutional Reports - Completed report submission and process document submitted to supervisor for review/revisions *** Benchmark:** Consistent and timely completion **Resource Requests:** Budgeted SARA monies in TRC/PD budget.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A report was completed and a process document developed. (06/24/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to update materials as NC SARA requirements can change; now that we have done it successfully, future reporting should be seamless. **What did you learn about your unit through this assessment cycle?:** Documentation of processes that impact the college are paramount in sustainability planning. **Related Documents:** NC SARA Process Document	**Action Plan:** Refine Out of State Learning Placement form based on new requirements; this must be monitored annually. (06/24/2021)

Admin - STEM Division

Admin - STEM Division

Goal: Goal 2: Complete all STEM Division Program Reviews and Course Assessment

Complete all STEM Division Program Reviews and Course Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program Review recommendations will have a timeline for implementation and periodic, systematic data collection defined as a road map for continuous improvement. *** Benchmark:** Action Plan Developed (Part 10 of PR Study) **Resource Requests:** Office of IE Data Support **Related Documents:** Environmental Science Action Plan Annual Progress Update Program SPRING 2021 (2).pdf Engineering Science Action Plan Annual Progress Update 5_21_2021.pdf	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Engineering Science AS and Environmental Science AS Action Plans Developed (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Meeting regularly with faculty to ensure open communication about resources needed to achieve goals. **What did you learn about your unit through this assessment cycle?:** The PR action plans are driving informed decisions using data and external constituency feedback for meeting PLOs and enrollment targets. **Related Documents:** ENV AS Annual Action Plan Progress Update 2020-2021.pdf EGR AS Annual Action Plan Progress Update 2020-2021.pdf	**Action Plan:** Action Plans are in the document repository and uploaded into MyCollege for all STEM Division (08/03/2021) **Budget/Resource Implications:** Specific support as outlined in the action plan reports

Teaching and Learning - Strategic Objective 5 - Improve performance on student success indicators

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 2 Teaching and Learning: 8.   Redefine the placement testing and developmental education placement processes.

o   Faculty will serve on the Placement Assessment Work Group of the Enrollment & Retention Committee.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Faculty will report to the Division Council on discussion taking place. *** Benchmark:** 100%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • For BPS - Lauren Bunnell and Kerry Weber served on the committee. In the Spring of 2020, the group submitted a recommendation to the VPAA that supports the use of multiple measures. The committee was scheduled to meet in Fall '20, but all meetings were cancelled and the committee was dissolved. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The division representatives will continue to be willing to serve on any committees that addresses placement and assessment. **What did you learn about your unit through this assessment cycle?:** The BPS division is actively taking a part in the discussions about placement and assessment and will continue to disseminate any information to the division at large.	

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 2: Teaching and Learning

Develop and facilitate educational experiences that allow students the opportunity to learn and grow both inside and outside of the classroom
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of presentations that Campus Life staff present to students, and the events and	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas incorporated a mental health/wellness focus in student engagement	**Action Plan:** Transition away from the use of "Student Activities" in both concept and name, and

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
activities that are enhanced with an emphasis on mental health and wellness topics. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/211 Targets o All Campus Life areas incorporated a mental health/wellness focus in student engagement offerings, including the Athletics department highlighting at least one mental health and/or wellness awareness theme during sporting games during the 2020/21 seasons. o The DOS "Information for Faculty and Staff" webpage at https://www2.sunybroome.edu/dos/faculty-staff-resources/ was regularly updated and publicized to faculty and staff at least once every semester. **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf CampusLife AY2020-21 Final Report.pdf	offerings, including the Athletics department highlighting at least one mental health and/or wellness awareness theme during sporting games during the 2020/21 seasons - Ex. The cross country team promoted mental health awareness during Mental Illness Awareness Week, October 4-10. by wearing lime green wrist bands during meets. 2. The DOS "Information for Faculty and Staff" webpage at https://www2.sunybroome.edu/dos/faculty-staff-resources/ was regularly updated and webpage resources were publicized to faculty and staff regularly. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Due to the continued vacancy of significant positions (Student Activities and Sponsored Programs directors), the pending retirement of the Athletics director, the recent resignation of the DOS secretary, and the Health Services secretary's transfer to another department, it is imperative that all Campus Life areas work in collaboration and pool staff resources to maintain a smooth, efficient, and comprehensive delivery of student engagement opportunities that focus on holistic wellness. **What did you learn about your unit through this assessment cycle?:** "Student Activities" is an area of programming that should be integrated across all Campus Life departments (Athletics, Counseling Services, Student Health Services, DOS, Conduct) via the development and implementation of intentionally collaborative efforts focused on holistic wellness and engagement, rather than serving as a stand-alone area. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	instead brand a "Campus Life" theme of holistic student wellness and engagement programming, which encompasses the areas of Clubs, Orgs, Leadership and Activities as well as the departments overseen by the Office of the DOS (Athletics, Counseling Services, Student Health Services, Conduct & Adjudication). (07/30/2021) **Budget/Resource Implications:** A "Campus Life" brand will be incorporated on any signage and student incentives, giveaways, promotional items purchased through the Student Activity Fee budget.

Admin - Educational Opportunity Program (EOP)

Goal: Students with GPA of 3.0 and above.

15% of EOP students will earn a GPA of 3.0 and above.
Goal Status: Active

Admin - Educational Opportunity Program (EOP)

Goal: Students with GPA of 3.0 and above.

Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 08/28/2017

Means of Assessment	Results	Action Plans
Data Related - Utilizing a final grade report, we will calculate the percentage of students who earn a cumulative GPA of a 3.0 or better by Spring of the give academic year. *** Benchmark:** 15% of EOP students will earn a cumulative GPA of a 3.0 or better **Resource Requests:** Continued tutoring support for EOP student above and beyond what the College provides.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 26% of EOP students earned a cumulative GPA of a 3.0 or better by Spring 2021 (06/03/2021) **What did you learn about your unit through this assessment cycle?:** We are glad to see that we were able to meet this goal despite the unprecedented barriers to success faced by students due to the COVID 19 pandemic. We plan to survey the students to see what they perceive to be the things that positively impacted their academic success this academic year.	**Action Plan:** Action Plan We plan to do the following in order to continue to see gains in this area: 1) Highlight and inform EOP pre-freshmen about the academic standards by which they are being evaluated against. Part of what we explain is the GPA scale, what it is and how it can impact their academic success as well as their financial aid 2) Highlight and celebrate the academic accomplishments of EOP students. This will include writing stories about those students for the College's website, sharing academic statistics about the program with the students, celebrating and highlighting the accomplishments of EOP students at the EOP Graduation and Academic Award reception and by nominating high achieving students who scholarships and awards both locally and SUNY wide. 3) Continue to advertise the importance of tutoring and encourage attendance at the EOP weekly study sessions. 4) EOP Counselors will continue to

Admin - Educational Opportunity Program (EOP)

Goal: Students with GPA of 3.0 and above.

Means of Assessment	Results	Action Plans
		work with students in their one to one meetings, to focus on their academic standing and how it may impact their financial aid, ability to graduate and transfer. (06/03/2021)

Goal: Summer Advancement Academy Participant Persistence

75% of EOP students who attend the Summer Advancement Academy will persist from Fall to Spring
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 08/12/2018

Means of Assessment	Results	Action Plans
Data Related - Using the EOP Roster, we will calculate the percentage of students who persist from fall to spring by SAA co-hort *** Benchmark:** 70% **Resource Requests:** Funding to continue to provide the EOP Summer Advancement Academy to incoming EOP pre-freshmen	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 81% of SAA 2020 Participants persisted from Fall 2020 to Spring 2021 (03/29/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We believe that our ability to meet this benchmark is largely due to the intrusive advisement model EOP employs beginning with the EOP Summer Advancement Academy and continuing throughout the academic year. We plan to continue to revise our summer program experience with an eye toward student success and to continue to provide wrap around support system for our students. **What did you learn about your unit through this assessment cycle?:** The COVID-19 pandemic has had a detrimental impact on our students. Many of our students do not do well in an online academic environment even with the help and support of EOP. Our goal is to revise this year's summer program experience learning from any gaps we experienced from the 2020 cohort. Namely. we understand that it is not enough to show students how to do something, we need to give them opportunity to demonstrate what they have learned. This puts them in the drivers seat and provides for the practice they sorely need in an online environment.	**Action Plan:** 1) We will continue to review and revise our EOP admissions strategies to ensure that we are accepting a diverse student demographic who are economically and academically disadvantaged but have the grit and resiliency to succeed in a college environment. 2) We will continue to review and revise the EOP Summer Advancement Academy to ensure that students are getting the things they need and gaining the understanding needed to have a successful transition to college. 3) We will continue to look at best practices as they relate to the

Admin - Educational Opportunity Program (EOP)

Goal: Summer Advancement Academy Participant Persistence

Means of Assessment	Results	Action Plans
		planned activities of an EOP summer program. Best practices are often gathered from our EOP peers across the state. 4) We will continue to advocate for the appropriate level of funding needed to implement a successful EOP summer program. 5) We will continue to work with campus partners to ensure that students will be exposed to vital campus resources beyond EOP. 6) We will continue to work with the SAA EOP Writing and Math Bridge coordinators to ensure proper placement into math and English classes. (07/06/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Provide dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to effectively contribute to their community
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Develop an online strategic plan, incorporating asynchronous,	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met -Goal: Online strategic plan - Completed	**Action Plan:** Will continue to provide training and further develop academic offerings in this

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
synchronous and Hyflex delivery methods. Provide trainings to support remote learning (student support); Provide training to faculty related to technology resources available; Develop technology and provide training in order to offer 10 courses utilizing Hyflex. *** Benchmark:** Distance learning strategic plan developed by 2/2021. 3 trainings to support remote learning by 12/20. 3 trainings to support faculty related to technology resources by 12/20. Pilot 2 Hyflex courses in Spring 2021 with 10 on the schedule for Fall 2021.	-Goal: Trainings to support remote learning - Completed -Goal: Training for faculty - Completed -Goal Develop technology and provide training in order to offer 10 courses utilizing Hyflex - 7 courses being piloted. -Goal: Hyflex pilot of 2 courses in spring 21. 10 on schedule for Fall 21. Hyflex Sandbox developed and rolled out to campus. Hyflex trainings were provided. Offered a Hyflex grant (no applicants). Each faculty has been assigned an ID who is working with them on a developed timeline using a rubric to have their courses prepared and ready for fall rollout. There are 11 Hyflex courses slated for Fall 2021. (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	area. (06/07/2021)
Program/Project Development - Following program review program guidelines, develop a process and culture in which to more widely communicate program improvement plans. *** Benchmark:** By 12/20 a process and culture to more widely communicate program improvement plans is developed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to use the process that was developed. (06/07/2021)
Program/Project Implementation - Reimagine and redesign the TRC and	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** Implementation (06/07/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
professional development. *** Benchmark:** Redesigned TRC by 12/20.	Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Contribute to student growth and learning by supporting the College's institutional goals and strategies as well as specific department objectives through the planning, development and award of grant-funded initiatives that promote an inclusive teaching- and learning-centered environment.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Track the number of grant proposals/applications submitted annually. Track the number and dollar amount of grants received. Compare numbers and dollar amounts to the two prior academic years. *** Benchmark:** Grant opportunities will be identified and publicized with faculty, staff and students, and grant proposals/funding applications that support pedagogical excellence, student success, and student attainment of key learning outcomes will be submitted.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 26 new grant proposals were submitted, totaling $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending approval/denial. (Does not include annual grant/contract renewals and formula allocation grant renewals.) Five-year comparison of new funding awards received: Academic Year Amount of Grant Funds Awarded Number of Awarded Grant Proposals 2016-17 $ 596,826 of $3,102,487 (19%) 9 of 19 (47%) 2017-18 $5,442,616 of $5,811,726 (94%) 15 of 20 (75%) 2018-19 $ 836,846 of $1,755,153 (48%) 22 of 28 (79%) 2019-2020 $4,961,248 of $12,849,382 (40%) 22 of 29 (76%) 2020-2021 $24,810,644 of $24,919,644 (99%) 22 of 26 (85%) (07/30/2021) **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director having been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of	**Action Plan:** determine extent of meeting benchmarks within next two weeks (07/30/2021) **Follow-Up:** assessment completed (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Means of Assessment	Results	Action Plans
	absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals.	
Data Related - Track baseline numbers of Request for Proposals (RFP) announcements released, grant proposals submitted, grant revenue received by their support of specific institutional goals/objectives and specific department(s). Use for prior year comparisons in future academic years. *** Benchmark:** Faculty/staff utilization of the grants planning resources and supports available through Sponsored Programs to support College strategies and specific department objectives will increase from prior year.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met in process (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** in process **What did you learn about your unit through this assessment cycle?:** in process	

Admin - STEM Division

Admin - STEM Division

Goal: Goal 4: Provide dynamic educational experiences to students and invest in professional development for faculty and staff.

Provide dynamic educational experiences to students and invest in professional development for faculty and staff.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Identify and develop program offering(s) on a 7/1/7 flex schedule *** Benchmark:** One program is identified and developed for Flex 7-1-7 Schedule Offering **Resource Requests:** Support of 7 week course offerings from other departments for fall 2021 implementations.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met One progam identified: Environmental Science AS (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to support faculty in course offerings needed along with other support resources specific to 7-1-7 program needs **What did you learn about your unit through this assessment cycle?:** Interdepartmental collaboration was essential to developing 7-1-7 schedule offering **Related Documents:** Environmental Science Program 717 plan (1).pdf	**Action Plan:** Review implementation of the 7-1-7 offering; resources used, resources still required; what worked and opportunities for change (08/03/2021) **Budget/Resource Implications:** TA support; course section availability to implement 7-1-7 offerings
Develop two Hyflex Course Offerings for Fall 2021 *** Benchmark:** Two Hyflex courses will be scheduled for the Fall 2021 semester. **Resource Requests:** Training and technology resources.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Two Hyflex courses are beign developed for the Fall CHM121Forensic Sciences and MAT264 Linear Algebra (05/18/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continued support for faculty sto develop hyflex as needed and providing the training and equipment necessary for succcess **What did you learn about your unit through this assessment cycle?:** Eductional training and information was an important part of the process	**Action Plan:** Feedback from faculty who will be teaching in this modality for Fall 2021; was training helpful; did the faculty member have the resources needed (equipment, training expertise available from IT; did students adapt to the method of delivery easily; what were the challenges---Potentially have the two faculty members present their experience with hyflex to the the STEM Division Opening Day meeting Spring 2022 (05/18/2021) **Budget/Resource Implications:** Availabilty of training for new faculty

Admin - STEM Division

Goal: Goal 4: Provide dynamic educational experiences to students and invest in professional development for faculty and staff.

Means of Assessment	Results	Action Plans
		considering using Hyflex mode of delivery; availability of equipment to imlement **Follow-Up:** Training opportunities provided; multiple faculty teaching in hyflex environment. (08/03/2021)
Pilot and Assess Corequisite Model for Mathematical Literacy II *** Benchmark:** Data-based determination on whether to fully implement the co-requisite model for MAT 127. **Resource Requests:** Assistance collecting data on student persistence and success.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Project completed (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Quantway Co-Requisite model for our Liberal Arts students will continue **What did you learn about your unit through this assessment cycle?:** The project complimented the existing pathways curriculum and broadens the impact of successful completion of college math for LA student who have career goals outside of STEM or technical career pathways. **Related Documents:** Broome SSTF College FINAL Report June 15 2021.pdf	**Action Plan:** Contiinue to implement Quantway Co-Requisite model for (non-STEM, technical path) LA students (08/03/2021) **Budget/Resource Implications:** Continued administrative support to offer the co-requiste model.
Gather and analyze data to develop a multiple-measure mathematics placement strategy *** Benchmark:** Formal multiple measures placement strategy for mathematics courses in place.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Project completed (08/03/2021) **What did you learn about your unit through this assessment cycle?:** Overall higher level of success for students placed using new placement guidelines compared to old; collaboration across multiple departments including IE, advisement, administration and faculty--each area of expertise contributing to the success of the project. **Related Documents:** Broome SSTF College FINAL Report June 15 2021.pdf	**Action Plan:** Continue to work with advisors on multiple measures model developed; continue to offer Quantway co-requisite model. (08/03/2021)

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 2: Teaching and Learning

Develop and facilitate educational experiences that allow students the opportunity to learn and grow both inside and outside of the classroom
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of presentations that Campus Life staff present to students, and the events and activities that are enhanced with an emphasis on mental health and wellness topics. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/211 Targets o All Campus Life areas incorporated a mental health/wellness focus in student engagement offerings, including the Athletics department highlighting at least one mental health and/or wellness awareness theme during sporting games during the 2020/21 seasons. o The DOS "Information for Faculty and Staff" webpage at https://www2.sunybroome.edu/dos/faculty-staff-resources/ was regularly updated and publicized to faculty and staff at least once every semester. **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf CampusLife AY2020-21 Final	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. All Campus Life areas incorporated a mental health/wellness focus in student engagement offerings, including the Athletics department highlighting at least one mental health and/or wellness awareness theme during sporting games during the 2020/21 seasons - Ex. The cross country team promoted mental health awareness during Mental Illness Awareness Week, October 4-10. by wearing lime green wrist bands during meets. 2. The DOS "Information for Faculty and Staff" webpage at https://www2.sunybroome.edu/dos/faculty-staff-resources/ was regularly updated and webpage resources were publicized to faculty and staff regularly. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Due to the continued vacancy of significant positions (Student Activities and Sponsored Programs directors), the pending retirement of the Athletics director, the recent resignation of the DOS secretary, and the Health Services secretary's transfer to another department, it is imperative that all Campus Life areas work in collaboration and pool staff resources to maintain a smooth, efficient, and comprehensive delivery of student engagement opportunities that focus on holistic wellness. **What did you learn about your unit through this assessment cycle?:** "Student Activities" is an area of programming that should be integrated across all Campus Life departments (Athletics, Counseling Services, Student Health Services, DOS, Conduct) via the development and implementation of intentionally collaborative efforts focused on holistic wellness and engagement, rather than serving as a stand-alone area. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	**Action Plan:** Transition away from the use of "Student Activities" in both concept and name, and instead brand a "Campus Life" theme of holistic student wellness and engagement programming, which encompasses the areas of Clubs, Orgs, Leadership and Activities as well as the departments overseen by the Office of the DOS (Athletics, Counseling Services, Student Health Services, Conduct & Adjudication). (07/30/2021) **Budget/Resource Implications:** A "Campus Life" brand will be incorporated on any signage and student incentives, giveaways, promotional items purchased through the Student Activity Fee budget.

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
Report.pdf		

Admin - Liberal Arts Division

Goal: Strategic Goal 2 Teaching and Learning LA Goal: Articulation Agreements

Develop 5 of Articulation Agreements.
Goal Status: Archived
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/01/2020
Inactive Date: 08/31/2021

Means of Assessment	Results	Action Plans
Program/Project Implementation - The Dean will discuss with chairs and DC the areas in which additional articulation agreements are viable. Chairs in consultation with the Dean will review all LA program articulation agreements. *** Benchmark:** 100%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Pathways Transfer Articulation for Transfer students with SUNY Empire-all programs-transfer agreement Articulation Agreement between SUNY Cortland B.S. ED. Physician Education/B.S. Sports Studies Transfer Articulation Agreement with Utica College for all programs-transfer agreement School of Pharmacy and Pharmaceutical Sciences with Binghamton University Articulation agreements within the Bachelor Partnership which impact all liberal arts students include: Financial Aid Consortium Agreement with Bellevue University Memorandum of Understanding with Bellevue University Academic Partnership Agreement with Excelsior College Memorandum of Understanding with SUNY Cortland (07/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to review articulation agreements on a regular basis. Work with Career and Academic Services to discuss current articulation agreements. **What did you learn about your unit through this assessment cycle?:** Articulation agreements should be reviewed on at least an annual basis to ensure relevancy and clear pathways with	**Action Plan:** Programs will review articulation agreements regularly. The dean will ensure current agreements are up to date and discuss necessary revisions and renewals with faculty annually. (07/19/2021)

Admin - Liberal Arts Division

Goal: Strategic Goal 2 Teaching and Learning LA Goal: Articulation Agreements

Means of Assessment	Results	Action Plans
	programs to transfer schools.	
	Reporting Period: 2020 - 2021 **Conclusion:** Benchmark Met o The articulation agreement with SUNY Potsdam and the A.S. in Music with electives in Sound Engineering has been updated to the new A.S. in Music Recording and Production. It should be signed any day. (Music) o SUNY Brockport and SUNY Cortland agreements have been updated. (PED) o Articulation in Public Policy created with SUNY Cortland, Fall 20. o We have a new articulation agreement with SUNY Oneonta and the new A.S. in Music Recording and Production. It is in the final stages. (Music) • An articulation was developed between the SUNY Broome Human Services, A.S. program and the SUNY Empire Human Services Bachelor's degree program in the Spring 2021 semester. (Psychology) (06/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Establishing articulation agreements continues to be an important departmental expectation and will continue throughout the next academic year. **What did you learn about your unit through this assessment cycle?:** This is necessary for student transfer and guided pathways. This will impact students enrolled in Fast Forward who plan on transferring to SUNY Broome and beyond.	

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 2: Teaching & Learning

Provide dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to contribute to community life.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Expand the college's ability to fund academic programs and initiatives to	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Vendors including Burning Glass and EMSI were reviewed prior to the selection of EMSI as	**Action Plan:** The IE Office will continue to manage the EMSI contract and services and

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 2: Teaching & Learning

Means of Assessment	Results	Action Plans
support the teaching and learning environment. • Seek funding sources with third party experts (e.g. Burning Glass) to identify new and emerging employment markets and academic programs in high demand/high need occupations. * **Benchmark:** A labor market analysis platform is implemented.	the labor market analysis platform of the college's choice. Funding was secured through the Finance Office to purchase the Analyst, a labor market analysis platform through EMSI. In addition, the college is currently undergoing an Economic Impact Study and Program Demand Gap Analysis through EMSI to further assist in obtaining data analytics to inform future program development and revision and the college's impending strategic planning process. The IE Office has provided data analytics to faculty and academic leadership utilizing the Analyst to show alignment of current programs with regional workforce needs. This data is currently being utilized by the Academic Master Planning team. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Now that the labor market analysis platform has been secured, the IE Office will continue to oversee the system and incorporate the use of labor market data analytics into the college's current processes. The college will utilize the Economic Impact Study and Program Demand Gap Analysis results as part of its strategic planning process. **What did you learn about your unit through this assessment cycle?:** Labor market data analytics are crucial to position the college to best prepare students for regional workforce needs and to meet the needs of the community.	incorporate labor market data into the college's processes, such as the program review process. Findings from the EIS and PDGA will be utilized by the college for strategic planning. The Finance Division will work with Academic Affairs to ensure funding for the Analyst, as long as it remains useful for the college, for future fiscal years. (07/30/2021) **Budget/Resource Implications:** Maintain funding for the Analyst platform; cost has been incorporated into the IE budget.
Data Related - Expand the college's ability to fund academic programs and initiatives to support the teaching and learning environment. • Increase funding by at least 10% for Technology Fee initiatives inclusive of additional laptops and campus wi-fi connectivity for students. * **Benchmark:** Technology Fee initiative funding is increased by 10%.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The college funded all IT requests this past academic year, exceeding the 10% benchmark. Due to COVID, additional funds were secured and allocated for technology purposes, including laptops, peripherals, expansion of wifi access, etc. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Faculty and staff will continue to make technology requests as part of the budget request process, with funding allocated to meet student and employee needs. The Technology Fee initiative will continue to be funded. **What did you learn about your unit through this assessment cycle?:** This past year, due to COVID, many technological needs and changes emerged. As a result, to ensure the needs of the campus are met, the VPAFA and VPAA worked with ITS to develop a three year technology capital plan.	**Action Plan:** A 3-year technology capital plan was developed. Infrastructure/security/tech category for quarter of million was submitted to the county—part of the capital budget. If approved, next step is for SUNY to verify county support, which will be completed by April 1, 2022. Continue to enhance the multiyear planning and financing for IT. (07/30/2021)

Admin - Office of the Vice President for Student Affairs

Admin - Office of the Vice President for Student Affairs

Goal: Teaching & Learning 2020-2021

Provide opportunities for students to enhance classroom learning & practice personal behaviors that enhance the well-being & cross cultural consciousness.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Data Related - Create special opportunities for students to engage with VPSA on-campus & off-campus and identify engagement opportunities for students. *** Benchmark:** Execute 2 opportunities for students to engage with VPSA	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Exceeded the benchmark of two activities for students: VP Eats, Student Village Chopped, Zoom session on politics and activism. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is important to maintain visibility and connection with students, particularly the URM. Efforts will be made to ensure the calendar affords the opportunity to be visible with students. **What did you learn about your unit through this assessment cycle?:** Efforts will continue to be made whether via zoom or in person. The connection with students is very important, particularly for role modeling and mentor purposes.	**Action Plan:** Continue to provide opportunities for on-campus and external engagement. (06/04/2021)

Admin - Professional Development

Goal: Post Covid Reopening Plan

Reopening plan for TRC submitted to Dean of Institutional Effectiveness for Summer 2021; fully reopened by 8/23/2021
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 03/01/2021

Means of Assessment	Results	Action Plans
Program/Project Implementation - Project completion by target date. *** Benchmark:** Completion of phased reopening plan by target dates indicated in goal statement.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met TRC employees were made aware of the requirement to return to work 2 days per week as of May 3 and the full return by 8/23. On May 28, the president of the college indicated all employees return to campus full time effective 6/1 unless in instances related to child or other related care. All TRC employees save for one have been moved back into the TRC as part of a recentralization effort and work orders for TRC area maintenance (L101) are with Maintenance and will commence in summer 2021. (06/16/2021)	**Action Plan:** Recentralizing the staff into a single physical location also means recentralizing efforts that have seemed scattered or disjointed to faculty and staff alike; faculty and staff will once again have a one-stop shop for support. The TRC will be marketed to faculty

Admin - Professional Development

Goal: Post Covid Reopening Plan

Means of Assessment	Results	Action Plans
	If you met your benchmark, how will you maintain your ability to keep meeting goals?: This goal would have been met by the dates indicated and were met as a result of the presidential edict, the terms were changed. IDs were moved back into the TRC and the one that has not yet come back will be moved while on sabbatical. **What did you learn about your unit through this assessment cycle?:** This process will assist in the unit functioning as one; their proximity will aid in the collaborative support of faculty and staff.	and staff heavily and an advertised re-opening will take place in early fall, where we can unveil the latest website, calendar of events, and opportunities available to the campus community. While we are physically back on campus, an opportunity exists to continue to offer professional development in a remote synchronous format, as well as to those who choose to participate face-to-face. (06/17/2021) **Budget/Resource Implications:** Collaborative participation from the IDs is the most important resource necessary to make this a reality.

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Contribute to student growth and learning by supporting the College's institutional goals and strategies as well as specific department objectives through the planning, development and award of grant-funded initiatives that promote an inclusive teaching- and learning-centered environment.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Track the number of grant proposals/applications submitted annually. Track the number and dollar amount of grants received. Compare numbers and	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 26 new grant proposals were submitted, totaling $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending approval/denial. (Does not include annual	**Action Plan:** determine extent of meeting benchmarks within next two weeks (07/30/2021) **Follow-Up:** assessment completed (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Means of Assessment	Results	Action Plans
dollar amounts to the two prior academic years. *** Benchmark:** Grant opportunities will be identified and publicized with faculty, staff and students, and grant proposals/funding applications that support pedagogical excellence, student success, and student attainment of key learning outcomes will be submitted.	grant/contract renewals and formula allocation grant renewals.) Five-year comparison of new funding awards received: Academic Year Amount of Grant Funds Awarded Number of Awarded Grant Proposals 2016-17 $ 596,826 of $3,102,487 (19%) 9 of 19 (47%) 2017-18 $5,442,616 of $5,811,726 (94%) 15 of 20 (75%) 2018-19 $ 836,846 of $1,755,153 (48%) 22 of 28 (79%) 2019-2020 $4,961,248 of $12,849,382 (40%) 22 of 29 (76%) 2020-2021 $24,810,644 of $24,919,644 (99%) 22 of 26 (85%) (07/30/2021) **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director having been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals.	
Data Related - Track baseline numbers of Request for Proposals (RFP) announcements released, grant proposals submitted, grant revenue received by their support of specific institutional goals/objectives and specific department(s). Use for prior year comparisons in future	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met in process (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** in process **What did you learn about your unit through this assessment cycle?:** in process	

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Means of Assessment	Results	Action Plans
academic years. *** Benchmark:** Faculty/staff utilization of the grants planning resources and supports available through Sponsored Programs to support College strategies and specific department objectives will increase from prior year.		

Admin - Starfish

Goal: Starfish Tracking Items

Increase the use of Kudos in Starfish to provide students with a positive outlook on the System.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/25/2021
Inactive Date: 05/19/2021

Means of Assessment	Results	Action Plans
Data Related - -Research possible new Kudos -Advertise Kudos to faculty/staff to increase usage -Communicate to students benefits of engaging with Starfish and outreach *** Benchmark:** -Additional Kudos will be available in Starfish -Staff/Faculty will raise more kudos for students	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We discussed new Kudos with the Starfish Advisory Group and decided that we wanted to gather more information on whether using Kudos would deter students from interacting with the System because it is an added notification. We created a "Thanks for Attending" kudo for staff to use after meetings. Career & Transfer Services adopted the use of the "Thanks for Attending" kudo and send out a survey for students to complete with the kudo to assess their services. (06/15/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We added one new kudo. We will plan to add one new kudo each semester to test out their usage and whether they are interfering with students interaction with other notifications (flags, referrals). **What did you learn about your unit through this assessment cycle?:** Most of the kudos in the system are for Instructors to raise for their students. It will be wise to create Kudos related to	**Action Plan:** For the Thanks for Attending Kudo - we will advertise it to all departments who use Starfish for appointment scheduling. We will encourage staff to raise the kudo for students - which in turn will encourage students to schedule appts. I would like to work with IE to determine whether offices sending out short surveys with the kudo is a purposeful idea for gathering student feedback or if that will

Admin - Starfish

Goal: Starfish Tracking Items

Means of Assessment	Results	Action Plans
	specific attributes (Dean's List, etc.). **Related Documents:** New Kudo Sp 21.xlsx	overwhelm students/resources. Moving forward, I will be creating a Welcome Kudo for all new incoming students and a Welcome Back Kudo for returning students. These will generate messages to students including a direct link to Profile set up and the Request Help feature. We will continue conversations about additional Kudos, including a Dean's list Kudo and others. (07/06/2021)

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 2 Teaching and Learning: 6.   Develop and update all program articulation agreements

o   BPS Chairs, Coordinators and the Staff Associate will work with the Dean and the Center for Career Development to update and seek out new articulation agreements.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - The Dean will have discussions with Chairs to determine any new articulation agreements. *** Benchmark:** 50% of the department chairs	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT - BIM AAS and Web AAS are primarily career programs, but BIT explored articulation agreements in the Spring 2021 per their program review. o This is ongoing and well underway with SUNY Empire and Bellevue University. • CJES will work with Val Carnegie after all program revisions have been approved and implemented to update all articulation agreements (will be Fall '21). • Hospitality Programs encourages students transfer to Bellevue University. o Hospitality Programs does not work on articulation agreements. Hospitality Programs works with those institutions which accept and apply all courses to graduates of an Associate's degree from its program with junior status or better to continue toward a bachelor's degree. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Updating and reviewing degree requirements is essential for student success as they enter the workforce and for transfer. **What did you learn about your unit through this assessment cycle?:** The BPS division has a strong commitment to remaining current with degree program requirements so that students are served to the best of our ability.	

Goal: 2020-2021 Strategic Goal: 2 Teaching and Learning: 7.   Develop 5 new articulations per academic division.

o   Attempts will be made to meet this goal in BPS.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation -	**Reporting Period:** 2020 - 2021	

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 2 Teaching and Learning: 7.   Develop 5 new articulations per academic division.

Means of Assessment	Results	Action Plans
The Chairs will report to the Dean any attempts to establish new articulation agreements. *** Benchmark:** 100%	**Conclusion:** Benchmark Met • BIT explored opportunities for articulation agreements, but as AAS programs they are not the primary focus of the degree. o Ongoing with SUNY Empire and Bellevue. Work continues this summer. • CJES met and worked on articulations with: o Eastern Oregon University on an articulation for EMT PMD AAS o SUNY Empire State College for multiple articulation agreements with CJES programs (all will be implemented after the program revisions have been approved). • Hospitality Programs will not pursue such a development. • The Business Programs department worked on the following: articulations: o Binghamton University's School of Management (AS in Business Administration), o SUNY New Paltz (SUNY Online AS Business Administration: International Business and a non SUNY Online articulation agreement for students graduating with AS in Business Administration degrees), o SUNY Cortland (AS in Sports Management), o Fredonia (AS in Sports Management), and o Alfred University (AS in Sports Management) • Reached landmark articulation agreements with 3 of the top business AACSB accredited programs in NYS. Only 5% of all college/university business programs have AACSB accreditation. • Binghamton University SOM - 10% of SOM students will be coming from the Business Programs Department. State and local press about this important agreement. • SUNY New Paltz SOB • SUNY Oneonta School of Business and Economics (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Establishing transfer opportunities is an ongoing process that must continuously receive a priority when evaluating the success of student transfer and program relevance. **What did you learn about your unit through this assessment cycle?:** The BPS division is strongly committed to this area of growth and has served as an exemplar to the campus.	

Admin - LAD Tutoring Program and Supplemental Instruction

Goal: Tutoring (Drop In & individual) & Supplemental Instruction

Admin - LAD Tutoring Program and Supplemental Instruction

Goal: Tutoring (Drop In & individual) & Supplemental Instruction

Students will be satisfied with their tutoring experience with a 90% satisfaction rate based on mid-semester and end of semester surveys.

Goal Status: Archived
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 09/04/2018
Inactive Date: 05/18/2021

Means of Assessment	Results	Action Plans
Survey Related - Mid-semester & End of semester surveys & Tutor Trac daily comments *** Benchmark:** Individual tutoring: Students will express satisfaction 90% on End of Semester survey (see survey attached) Drop In & SI: Students will comment favorably on their tutoring and/or Supplemental Instruction experience (Tutor Trac data) **Related Documents:** Spring 2021 Tutee evaluation	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 103 students responded to a variety of questions regarding tutoring. 87.5 % expressed overall satisfaction. Suggestions for enhancement involved in person tutoring and more hours throughout the day for drop in, as well as more 1-1 support (06/17/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** 87.5% satisfaction due to delivery of services online but students were very satisfied in many areas **What did you learn about your unit through this assessment cycle?:** students prefer in persone support- we implemented many forms of support via BB and STAR NY but for some students, it still was not enought	**Action Plan:** Tutoring willbe delivered in 2 modes both online and in person in Fall 2021 (06/25/2021) **Budget/Resource Implications:** $$ for more tutoring and continued support of STAR NY which offers online tutoring 7 to midnight

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Provide dynamic educational experiences to afford students opportunities for transfer,
employment, personal enrichment and to effectively contribute to their community
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Develop an online strategic plan,	**Reporting Period:** 2020 - 2021	**Action Plan:** Will continue to

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
incorporating asynchronous, synchronous and Hyflex delivery methods. Provide trainings to support remote learning (student support); Provide training to faculty related to technology resources available; Develop technology and provide training in order to offer 10 courses utilizing Hyflex. *** Benchmark:** Distance learning strategic plan developed by 2/2021. 3 trainings to support remote learning by 12/20. 3 trainings to support faculty related to technology resources by 12/20. Pilot 2 Hyflex courses in Spring 2021 with 10 on the schedule for Fall 2021.	**Conclusion:** Benchmark Met -Goal: Online strategic plan - Completed -Goal: Trainings to support remote learning - Completed -Goal: Training for faculty - Completed -Goal Develop technology and provide training in order to offer 10 courses utilizing Hyflex - 7 courses being piloted. -Goal: Hyflex pilot of 2 courses in spring 21. 10 on schedule for Fall 21. Hyflex Sandbox developed and rolled out to campus. Hyflex trainings were provided. Offered a Hyflex grant (no applicants). Each faculty has been assigned an ID who is working with them on a developed timeline using a rubric to have their courses prepared and ready for fall rollout. There are 11 Hyflex courses slated for Fall 2021. (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	provide training and further develop academic offerings in this area. (06/07/2021)
Program/Project Development - Following program review program guidelines, develop a process and culture in which to more widely communicate program improvement plans. *** Benchmark:** By 12/20 a process and culture to more widely communicate program improvement plans is developed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to use the process that was developed. (06/07/2021)
Program/Project Implementation - Reimagine and redesign the TRC and	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** Implementation (06/07/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21 Strategic Goal 2: Teaching and Learning

Means of Assessment	Results	Action Plans
professional development. *** Benchmark:** Redesigned TRC by 12/20.	Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 2: Teaching & Learning

Provide dynamic educational experiences to afford students opportunities for transfer, employment, personal enrichment and to contribute to community life.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Expand the college's ability to fund academic programs and initiatives to support the teaching and learning environment. • Seek funding sources with third party experts (e.g. Burning Glass) to identify new and emerging employment markets and academic programs in high demand/high need occupations. *** Benchmark:** A labor market analysis platform is implemented.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Vendors including Burning Glass and EMSI were reviewed prior to the selection of EMSI as the labor market analysis platform of the college's choice. Funding was secured through the Finance Office to purchase the Analyst, a labor market analysis platform through EMSI. In addition, the college is currently undergoing an Economic Impact Study and Program Demand Gap Analysis through EMSI to further assist in obtaining data analytics to inform future program development and revision and the college's impending strategic planning process. The IE Office has provided data analytics to faculty and academic leadership utilizing the Analyst to show alignment of current programs with regional workforce needs. This data is currently being utilized by the Academic Master Planning team. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Now that the labor market analysis platform has been secured, the IE Office will continue to oversee the system and incorporate the use of labor market data analytics into the college's current processes. The college will utilize the Economic Impact Study and Program Demand Gap Analysis results as part of its strategic planning process. **What did you learn about your unit through this assessment cycle?:** Labor market data analytics are crucial to position the college to best prepare students for regional workforce	**Action Plan:** The IE Office will continue to manage the EMSI contract and services and incorporate labor market data into the college's processes, such as the program review process. Findings from the EIS and PDGA will be utilized by the college for strategic planning. The Finance Division will work with Academic Affairs to ensure funding for the Analyst, as long as it remains useful for the college, for future fiscal years. (07/30/2021) **Budget/Resource Implications:** Maintain funding for the Analyst platform; cost has been incorporated into the IE budget.

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 2: Teaching & Learning

Means of Assessment	Results	Action Plans
	needs and to meet the needs of the community.	
Data Related - Expand the college's ability to fund academic programs and initiatives to support the teaching and learning environment. • Increase funding by at least 10% for Technology Fee initiatives inclusive of additional laptops and campus wi-fi connectivity for students. *** Benchmark:** Technology Fee initiative funding is increased by 10%.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The college funded all IT requests this past academic year, exceeding the 10% benchmark. Due to COVID, additional funds were secured and allocated for technology purposes, including laptops, peripherals, expansion of wifi access, etc. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Faculty and staff will continue to make technology requests as part of the budget request process, with funding allocated to meet student and employee needs. The Technology Fee initiative will continue to be funded. **What did you learn about your unit through this assessment cycle?:** This past year, due to COVID, many technological needs and changes emerged. As a result, to ensure the needs of the campus are met, the VPAFA and VPAA worked with ITS to develop a three year technology capital plan.	**Action Plan:** A 3-year technology capital plan was developed. Infrastructure/security/tech category for quarter of million was submitted to the county—part of the capital budget. If approved, next step is for SUNY to verify county support, which will be completed by April 1, 2022. Continue to enhance the multiyear planning and financing for IT. (07/30/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Teaching & Learning 2020-2021

Provide opportunities for students to enhance classroom learning & practice personal behaviors that enhance the well-being & cross cultural consciousness.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Data Related - Create special opportunities for students to engage with VPSA on-campus & off-campus and identify engagement opportunities for students. *** Benchmark:** Execute 2 opportunities for students to engage with VPSA	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Exceeded the benchmark of two activities for students: VP Eats, Student Village Chopped, Zoom session on politics and activism. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is important to maintain visibility and connection with students, particularly the URM. Efforts will be made to ensure the calendar affords the opportunity to be visible with students. **What did you learn about your unit through this assessment cycle?:** Efforts will continue to	**Action Plan:** Continue to provide opportunities for on-campus and external engagement. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Teaching & Learning 2020-2021

Means of Assessment	Results	Action Plans
	be made whether via zoom or in person. The connection with students is very important, particularly for role modeling and mentor purposes.	

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Contribute to student growth and learning by supporting the College's institutional goals and strategies as well as specific department objectives through the planning, development and award of grant-funded initiatives that promote an inclusive teaching- and learning-centered environment.

Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Track the number of grant proposals/applications submitted annually. Track the number and dollar amount of grants received. Compare numbers and dollar amounts to the two prior academic years. *** Benchmark:** Grant opportunities will be identified and publicized with faculty, staff and students, and grant proposals/funding applications that support pedagogical excellence, student success, and student attainment of key learning outcomes will be submitted.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 26 new grant proposals were submitted, totaling $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending approval/denial. (Does not include annual grant/contract renewals and formula allocation grant renewals.) Five-year comparison of new funding awards received: Academic Year Amount of Grant Funds Awarded Number of Awarded Grant Proposals 2016-17 $ 596,826 of $3,102,487 (19%) 9 of 19 (47%) 2017-18 $5,442,616 of $5,811,726 (94%) 15 of 20 (75%) 2018-19 $ 836,846 of $1,755,153 (48%) 22 of 28 (79%) 2019-2020 $4,961,248 of $12,849,382 (40%) 22 of 29 (76%) 2020-2021 $24,810,644 of $24,919,644 (99%) 22 of 26 (85%) (07/30/2021) **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director having been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so.	**Action Plan:** determine extent of meeting benchmarks within next two weeks (07/30/2021) **Follow-Up:** assessment completed (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 2. Teaching and Learning

Means of Assessment	Results	Action Plans
	The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals.	
Data Related - Track baseline numbers of Request for Proposals (RFP) announcements released, grant proposals submitted, grant revenue received by their support of specific institutional goals/objectives and specific department(s). Use for prior year comparisons in future academic years. *** Benchmark:** Faculty/staff utilization of the grants planning resources and supports available through Sponsored Programs to support College strategies and specific department objectives will increase from prior year.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met in process (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** in process **What did you learn about your unit through this assessment cycle?:** in process	

Admin - STEM Division

Goal: Goal 3 : Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs

Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs
Goal Status: Active

Admin - STEM Division

Goal: Goal 3 : Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs

Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 08/26/2019

Means of Assessment	Results	Action Plans
Program/Project Development - STEM Pathway Curriculum Worksheets Developed for HighSchools *** Benchmark:** Pathways Worksheets Developed **Resource Requests:** FF Coordinator; Assistant to the Dean; MarCom Support	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met STEM Degree program pathway worksheets were completed for every STEM degree program; Draft forms created and reviewed by Counselors; Involvement from Career Center, MarCom and FF Coordinator to support the effort (05/18/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** FF Coordinator will maintain currency of worksheets along with annual review of the worksheets by the STEM Division Chairpersons **What did you learn about your unit through this assessment cycle?:** Some of our programs needed clarification on courses expectations; We identified an opportunity for more consistent messaging about each program; project allowed us to clarify course sequencing within programs.	**Action Plan:** Support training for HighSchool Counselors on how to use the worksheets in conjunction with the newly created STEM Viewbook (05/18/2021) **Budget/Resource Implications:** MarCom and FF program will need to monitor use of the materials and use their budget resources for print materials etc. if needed. These can be a resource for Admissions events and HighSchool Couselors **Follow-Up:** Pathways program forms completed; awaiting additional information input for contacts etc to be added by FF Coordinator along with cleaning up the docs so they are aesthetically templated/branded similiarly. (08/03/2021)

Teaching and Learning - Strategic Objective 8 - Support the library in adapting to a changing, multi-dimensional learning and teaching environment

Admin - Faculty Student Association (FSA)

Goal: Follett Bookstore 2020-21

Increase the learning support opportunities that are available and continue support to sutdents by providing textbook options and supplies for courses. To expand IncludED/All Access for the students to receive their resources in a more timely manner to assist with student success
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 07/01/2020

Means of Assessment	Results	Action Plans
Program/Project Development - The fluctuation of learning opportunities was evidenced through the summary reports provided by Follett. *** Benchmark:** Expand OER (open educational resources) to students, especially ones taking online classes.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met During the past year, there has been a significant decrease in sales for supplies, new texts and clothing. The results were impacted by less campus foot traffic due to declining enrollment and remote learning. (08/17/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The increase of programs designed to enhance student success has had a negative impact on the FSA program. Although it has provided students access to text materials, losses have been realized due to the inability to collect the revenue generated by the program. **What did you learn about your unit through this assessment cycle?:** Follett has done an excellent job providing faculty a variety of options to access learning materials. A re-assessment of the program must happen because even with the administrative fee, collection of such fees are problematic and significantly impact the FSA program.	**Action Plan:** Follett will continue to work with Academic Affairs to identify learning material options to meet the pedagogical requirements as determined by faculty. A strategic discussion and review of the impact and how to address shortfalls and sustain the FSA program is critical. (08/17/2021)

Admin - Library

Goal: Increase OER outreach efforts

The Library will continue to promote OER and assist faculty in OER adoption
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 03/01/2021

Means of Assessment	Results	Action Plans
Data Related - Track and document OER outreach activities and OER uptake *** Benchmark:** Compare number of	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We had 83 OER sections enrolling 1205 students in the 20-21 year. This is a slight increase from 79 sections in the corresponding period last year. There was a decline in the number of	**Action Plan:** Since the data shows continued growth, we will continue to do what we have been doing. (07/13/2021)

Admin - Library

Goal: Increase OER outreach efforts

Means of Assessment	Results	Action Plans
OER sections with previous semesters	students enrolled from 1433 however. (06/07/2021) **What did you learn about your unit through this assessment cycle?:** If enrollment declines, we may see fewer OER sections even if more faculty decide to take up OER.	

Teaching and Learning - Strategic Objective 9 - Enhance capacity for prior learning assessment

There are no Results for this Goal

Strategic Goal 3: Fiscal, Program Development, & Infrastructure Sustainability

20-21 Accomplishments

SUNY Broome Community College 2017 - 2022 Strategic Goals and Objectives

Vision: Learning today, transforming tomorrow.

Mission: SUNY Broome Community College supports all members of the learning community by creating access to inclusive, diverse educational experiences. Success is achieved through the provision of innovative academics, transformative student support, and meaningful civic & community engagement.

We realize our mission by fostering an environment that exemplifies the college's institutional goals to the highest quality.

Strategic Goal 3:

FISCAL, PROGRAM DEVELOPMENT, AND INFRASTRUCTURE SUSTAINABILITY: Provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.

Goal 3 Practice fiscal responsibility and sustainability as part of a comprehensive decision making process to support equity among all members of the learning community to ensure continuous improvement.

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 1 - Prioritize and allocate fiscal resources based on objective criteria and outcome assessment results

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

 Utilize resources efficiently and responsibly while creating new/improving existing Campus Life infrastructures to ensure for maximized student access to information, activities, and services that are most conducive to their unique lifestyles
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Impact Assessment - Monitor budgetary expenses and revenues, and evaluate the programmatic/student performance impact(s) associated with any mid-course corrections adjustments that are made to maintain balanced budgets. *** Benchmark:** 2020/21 Targets: o Balanced budgets were maintained for all Campus Life areas. o Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. o Creative avenues to most affordably cover the costs of student	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Balanced budgets were maintained for all Campus Life areas. - Exceeded balanced budgets goal by actually realizing surpluses in two FSA-budgets that were further reduced at the end of the Fall 2020 semester (Athletics and Student Activities budgets). 2. Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. - Resignations, retirements and transfers prompted consolidation of duties among remaining positions and re-prioritization of the types and frequency of student engagement opportunities. 3. Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. Examples: (1) Due to our reduced college-funded budget, we released the Student Handbook in an online format only so that the full approved 20-21 amount of $12,538 could be used for graduation expenses. (2) Counseling Services worked with Art with Impact reps for close to a year to raise funds via grants, etc. to bring one of their virtual Mental Health & Films workshops to campus. In Dec, Art with Impact waived the fee ($3000) so that we could move forward with this initiative in May 2021. (3) Student Activities was set to opt out of participation in the 2021 Women's	**Action Plan:** The interim DOS presented a Campus Life Restructuring Proposal to the VPSD on July 11, 2021, which poses further staffing consolidations, balanced by some necessary concessions, that would still result in an additional net savings compared to the current Campus Life model. (07/30/2021) **Budget/Resource Implications:** Budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
engagement activities were pursued across all Campus Life areas. **Resource Requests:** (1) The student conduct software, Maxient, is an essential cost that must be covered annually. (2) The Campus Labs co-curricular/student engagement network software, known on campus as The Swarm, is an essential costs that must be covered annually. (3) A new director position (or senior staff assistant) within Campus Life is a high-priority hire when college budget issues subside, to partially restore the imbalance of job duties caused by several significant FT vacancies created in 2019/20 (i.e., Student Activities director, Sponsored Programs director, Athletics assistant director, personal counselor) **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	Empowerment Draft sponsored by SUNY due to a new $2,500 cost. By negotiating out of the jersey and mosaic-making parts of the initiative, however, we were able to join the draft for free, with a student spokesperson on video in SUNY Broome's gold and black colors to honor Tarana Burke. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The interim DOS plans to continue to (1) prioritize the consolidation of positions and duties/responsibilities whenever a staff member resigns/retires/transfers, and (2) budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships). At the same time, the interim DOS plans to continue to advocate for essential personnel needs that are becoming more essential to fill now that the campus will be open to in-person courses and engagement, such as assistance to absorb the impact of a retiring Athletics director (and continued vacancy of the Assistant Athletics director) , ongoing vacancy of the Student Activities and Sponsored Programs directors, and open secretarial positions. These openings are simply too vast to be covered completely by consolidation of duties/responsibilities. **What did you learn about your unit through this assessment cycle?:** There is a tipping point whereby staffing consolidations and budget reductions become insurmountable, causing programming efforts - as well as compliance and regulatory oversight - to be impacted negatively. The current staffing and budgetary resources afforded to Campus Life areas is not sustainable in the long term and must be addressed soon to avoid reaching that tipping point. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	memberships).

Admin - Finance: Copy Center

Goal: Cost Savings

Negotiate costs – pricing on paper, envelopes and other supplies.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021

Admin - Finance: Copy Center

Goal: Cost Savings

Means of Assessment	Results	Action Plans
Data Related - Negotiate with the vendor for a better price on envelopes or paper. Office supplies I purchase from multiple vendors so they will match in order to get business from us. *** Benchmark:** By the cost saving per order	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Paper has been negotiated to stay the same even though we are ordering in smaller quantities. We no longer supply the campus with office supplies. Looking at ways to do more campus printing instead of sending it out to vendors. (07/22/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to negotiate costs supplies and machines that are used in our area **What did you learn about your unit through this assessment cycle?:** Negotiating and working with people usually results in the best outcome for you and the college.	**Action Plan:** Have meetings with other departments to demonstrate the quality of products we can produce and explain how it is cost effective to use our services. (07/22/2021) **Budget/Resource Implications:** Will save the college money by doing more printing in house rather then sending it off campus. Also, reduce the amount of desk top printers in offices and have them utilize the Copy Center more.

Admin - Institutional Effectiveness

Goal: Campus-wide strategic plan and program and infrastructure development

To ensure fiscal responsibility and allocation of resources, the IE Office will assist campus leadership with an assessment of current plans related to program development and infrastructure to ensure campus needs are met while maintaining financial viability.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Data Related - Assist with determination of appropriate schedule mix. *** Benchmark:** An appropriate schedule mix is in place to ensure high quality academics while remaining fiscally responsible.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CPO is implemented and ready to roll out and teach system to chairs and deans. The Budget & Institutional Effectiveness Specialist worked with the VPAA and VPAFA to revise reports to provide for an effective tool to utilize for decision-making. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to implement and roll out use of CPO for widespread use in schedule mix	**Action Plan:** A goal of training and full implementation on the use of CPO will be established for the next year. (07/02/2021)

Admin - Institutional Effectiveness

Goal: Campus-wide strategic plan and program and infrastructure development

Means of Assessment	Results	Action Plans
	determination. **What did you learn about your unit through this assessment cycle?:** Full use of CPO was not able to be completed due to delays in implementation/data validation within the system.	

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 3: Fiscal, Program Development, and Infrastructure, sustainability.

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Implement Unmuddl. *** Benchmark:** Fall 2020.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to implement Unmudl (06/07/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
Data Related - Ensure financial viability of the college through implementation and maintenance of financial processes and efficient functioning of finance offices. • Develop a user friendly analytic, assessment and financial trend data reports (student enrollment, tally & FTE's, section management, contractual services, payroll, staff FTE's, SUNY annual report, SUNY peer rankings, etc.) to stakeholders and decision-makers. *** Benchmark:** Financial trend data reports are developed and provided to stakeholders.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budget office has continued to provide weekly data updates to academic leadership on FTE trends, student enrollment trends, course tally trends and section management. Some standardized templates that were created were the Course Tally Summary. An internal template was created to provide more efficient course tally reports to leadership in a timely fashion. For example, it now takes copying and pasting 2 different raw data sources into the Course Tally Template, which then computes course tally information by College, Division, and Department. Accessible location for leadership to access data is somewhat a combined effort with the Institutional Effectiveness Office in the production of a college Data Book. The Data book is now available on the Institutional Effectiveness home page that is accessible to leadership to make informed decisions on student related data and trends, including enrollment and finance trends. Another source of data that was accessible not only to leadership but to all interested faculty or staff was the production of the Spring Budget Seminars. Two budget seminars were provided to the campus to present how the budget is created, sources of data being used, and what those sources are telling us. Both events were well-attended, and data was provided along with written responses to follow-up questions asked by the audience post presentations. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Budget and Finance Offices will continue to review current processes and through communication with stakeholders, revise data communication as needed. Continued transparency and communication regarding the college's finances will continue to occur at College Assembly and other avenues as appropriate. **What did you learn about your unit through this assessment cycle?:** There are many data sources that enhance the quality of selected data metrics. The selected metrics must be communicated on a consistent basis to ensure their use by Academic and Executive Leadership for effective decision making. Moving forward, data must be part of the equation when considering new initiatives, budget decisions, and the sustainability of the college. **Related Documents:**	**Action Plan:** The budget office will work on providing benchmark data for various initiatives as outlined within the new sustainability plan and provide budgetary impacts and tracking over the next five years. The APS platform will continue to be utilized to explore various ways to standardize reporting of data analytics related to finance and program health and sustainability. (07/30/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	[Budget Fundamentals Supplemental Documents.pdf](#)	
Data Related - Ensure financial viability of the college through implementation and maintenance of financial processes and efficient functioning of finance offices. • Maintain highest financial strength score and rating (i.e. green) by SUNY Comptroller's Office. *** Benchmark:** Highest financial strength score and rating by SUNY is achieved and maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Filing of all federal and state quarterly tax reports was completed correctly and in a timely manner. The Annual Report was submitted to SUNY for the 2019-2020 Academic Year prior to the October 31, 2020 deadline. The college has obtained the highest financial strength score and rating by SUNY and has maintained this over the last two years. There were no findings or material weaknesses on the annual audit by an external audit firm for the 19-20 fiscal year. This includes a single audit of financial aid and CARES funds. A Department of Education review was completed with no findings. An error discovered during the college's internal audit last year regarding FICA/Med taxes resulted in immediate steps taken to resolve the issue with the IRS and SSA; these corrective actions have resulted in notices which are in the resolution stage. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The payroll checklist will continue to be utilized to ensure proper and timely filing of federal and state tax reports. Cross-training of staff will ensure continued efficiency. Regular review of financial transactions and reconciliation throughout the academic year will continue to ensure timely reporting of accurate financial information. The college will continue to monitor its finances and make adjustments within the budget as needed in order to maintain financial viability and a balanced budget. **What did you learn about your unit through this assessment cycle?:** Finance and Payroll staff continue to work well together and there was a smooth transition of duties prompted by changes in staffing. Existing finance processes are sound. Changes in staffing can result in errors and it is important to continuously review processes, and both internal and external audits. Despite declines in enrollment and challenges posed by COVID, the college continue to operate within a balanced budget.	**Action Plan:** Regular review of financial transactions and reconciliation throughout the academic year will continue to ensure timely reporting of accurate financial information. (07/30/2021)

Admin - Office of the Vice President for Student Affairs

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Inculcate a culture of organizational stewardship through fiscally responsible practices, seeking of external resources and support, and the recruitment, retention, and professional development of talented staff.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Re-engineer the Division departments programs and services, inclusive of the creation of a Wellness Department. Redesign the Division, addressing vacancies or reporting structures. *** Benchmark:** Create a Wellness Department	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Reassignment of Health Services to Campus Life. Reassignment of EOP to the Division from Academic Affairs. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to help the team understand the big picture and why the big picture is important to the success of the students. **What did you learn about your unit through this assessment cycle?:** The key to successful transitioning is ensuring those impacted feel they are valued even if their recommendations/feedback are not as positive as one would like.	**Action Plan:** *Continue to move toward the creation of a Wellness Center that focuses on the physical and mental wellness of students. *Reassign the space for Counseling program to be closer to the Health Services Department (06/04/2021)
Data Related - Continue to seek external funding sources or partnerships to support Division programs and services and be able to show evidence of external funding and partnership opportunities. *** Benchmark:** Secure external funding to support at least one Division program/service.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The EOP program utilizes external and College funds for its program. No other external funds were received. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** There are opportunities for partnerships that go beyond money. In-kind services will be sought as well. **What did you learn about your unit through this assessment cycle?:** In order to support division programs and services, one must be creative and willing to go for the "ask." People are more than willing to support the needs of students when asked.	**Action Plan:** *Continue to refine the EOP program to maximize its resources for student success. *Seek External funds to support programs like the mentoring opportunity with local high schools. (06/04/2021)
Program/Project Development - Create an enrollment management plan for housing, designed to enhance the sustainability of the program. *** Benchmark:** Meet enrollment management objectives for Student	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Graduate Intern created and enrollment management plan focused on the pre-enrollment phase of prospective housing students. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will work with the director of housing in the review of the plan and determine what aspects will be beneficial to the program	**Action Plan:** *Review the enrollment management plan for the Housing program in collaboration with the Director of Housing *Continue to collaborate with Binghamton University on the use

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
Village: 240 students in Fall, 200 in Spring.	**What did you learn about your unit through this assessment cycle?:** Critical to the sustainability of the program and institutional enrollment, that there be a strategic plan in place and executed that focuses on the recruitment and retention of students.	of graduate students to assist with enrollment management strategies for residents *Review and determine opportunities to implement the Sankofa project for prospective residents (07/26/2021)
Data Related - Renegotiate and renew auxiliary service contracts. *** Benchmark:** Evidence that food services, transportation, health services, and bookstore contracts have been reviewed, renegotiated, and renewed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Contracts are in good standing with the exception of Food Services. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Continued discussions with American Food and Vending **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to work to have a collegial relationship with the auxiliary programs **What did you learn about your unit through this assessment cycle?:** The support of the college is required particularly when negotiations are contentious. Keeping the college in the loop even with auxiliary programs is critical.	**Action Plan:** FSA Auxiliary contracts will be transitioned to Administration & Finance Division. Student Affairs will serve as the liaison in partnership with contractors on behalf of students. (06/04/2021)
Audit Reports - Ensure all departments remain within budget. *** Benchmark:** Check all department budgets quarterly in order to ensure all departments stay within their budget for the fiscal year.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budgets dependent upon the revenue based upon enrollment were re-adjusted, because of enrollment and revenue declines. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continuous monitoring is imperative **What did you learn about your unit through this assessment cycle?:** There are programs and services that can be facilitated with little or no funding. It is also imperative to ensure departments are aware of the status of the budget and team leaders must remain vigilant about staying within budget. Not spending and asking for forgiveness after the funds are spent.	**Action Plan:** Continue the practice of monitoring and adjusting budgets as required. (06/04/2021)
Supervisor Evaluation - Ensure all area policies and procedures are up to date.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met All policies, procedures and manuals are considered up to date. (06/04/2021)	**Action Plan:** Continue the practice of annual policy, procedure, and manual review. (06/04/2021)

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 1 - Prioritize and allocate fiscal resources based on objective criteria and outcome assessment results

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
* Benchmark: All departments will have updated operation manuals, policies and procedures.	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to remind team leaders about the importance of updating all manuals **What did you learn about your unit through this assessment cycle?:** Nothing was really learned about this goal. It is simply a must do for all areas in an effort to maintain the infrastructure.	

Admin - Physical Facilities and Maintenance

Goal: Prioritized project listing

Utilizing and coordinating input received from a number of sources including the Siemens "guaranteed energy savings program", a restructured Campus Projects Advisory Committee (CPAC), the college's "Sustainability Committee'', our AssetWORKS (AiM) files and consideration of handicapped accessibility, develop a prioritized project listing (inclusive of representative costs), to be updated/reprioritized yearly, of the college's infrastructure needs including roofs, boilers, electrical distribution system (including a campus wide generator), elevators, cooling towers and chillers, natural gas distribution system, water distribution system, road system, sidewalk system, etc. This goal includes the redefinition/restructuring of CPAC (to ensure sustainability and handicapped accessibility input) and full implementation of AssetWORKS.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Impact Assessment - Assessment of CPAC structure, Sustainability Committee with campus input via discussions and review of data and current structure. AssetWorks will be fully implemented and utilized to develop a prioritized project list. *** Benchmark:** CPAC is redefined/restructured. AssetWorks is implemented.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Physical inventory of campus assets has been completed and entered into AssetWORKS. The next step will be to utilize this information to develop a preventive maintenance plan for the campus' equipment and to assist with the revision of a work order process. The Siemans guaranteed energy savings program has been put on hold for the time being. CPAC structure has been reviewed and a proposed structure developed. Upon return of faculty/staff in the Fall the proposal will be discussed and implemented. The new structure includes representation from the EIT Advisory Council and Sustainability Committee, which were not represented previously. (07/28/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:**	**Action Plan:** The next step for AssetWORKS will be to utilize the completed inventory to develop a preventive maintenance plan for the campus' equipment and to assist with the revision of a work order process. A spreadsheet is under development which will illustrate project status with completion dates. Upon return of faculty/staff in the Fall the proposal will be discussed

Admin - Physical Facilities and Maintenance

Goal: Prioritized project listing

Means of Assessment	Results	Action Plans
	Regular meetings with CPAC representatives will occur with an annual discussion of representatives. Regarding AssetWORKS, full utilization of the program will allow us to continue to meet our goals. An onsite energy manager will be hired to identify energy savings opportunities across campus. **What did you learn about your unit through this assessment cycle?:** Completing a thorough physical inventory of the campus's assets required extensive manpower and time, which had to be scheduled within regular responsibilities.	and implemented. (07/28/2021)

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: Maximize marketing funds for high frequency targeted advertising

To ensure that marketing is targeted to a reasonable number of program areas to allow for increased frequency of exposure based on the funds allocated.
Goal Status: Archived
Planned Assessment Cycle: 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 09/03/2018
Inactive Date: 01/02/2019

Means of Assessment	Results	Action Plans
Data Related - We will select 4 programs using the targeted program rubric. Each mini-marketing campaign will be tracked to determine increase in enrollment. *** Benchmark:** Increase enrollment for targeted programs by at least 10 students at a cost per acquisition of less than $150 **Resource Requests:** minimum of $5000 per targeted program needed to sustain.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met MarCom reconfigured ad buys based on new programs and offerings that were approved over the last 6 months. Due to increased budgets, we were able to market and promote new programs and certificates that desperately needed the attention through radio, Spotify, digital display ads, billboards, print materials, and more. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to review new and emerging programs while reviewing programs that are low-enrolled or have declining enrollment. MarCom will create dedicated marketing efforts for these areas depending on budget allocations. **What did you learn about your unit through this assessment cycle?:** As a result of quite a few new programs and initiatives needing promotion, MarCom is now developing promotional "packages" that we can apply to new marketing projects depending on content (often, many	**Action Plan:** MarCom will develop promotional packages to apply to new marketing projects to help better track project development and coordination of messaging. This goal will be archived and tracked in a new, more targeted goal in 21-22. (08/02/2021)

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: Maximize marketing funds for high frequency targeted advertising

Means of Assessment	Results	Action Plans
	of the offerings can be fully produced in-house). This will better help us internally track what is being developed for each project and will allow each sub-area of MarCom to better coordinate with the other sub-areas to ensure consistency in messaging, aesthetics, and distribution.	

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 2 - Invest in energy efficient resources that reduce cost and sustain the teaching and learning environment

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Assist the College to practice fiscal responsibility and sustainability by maintaining a consistent overall level of grant-funded/external financial support.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Monitor budget changes in formula allocations (i.e Perkins, EOP). Compare amount of reductions, if any, to amount of revenue realized from new sources. *** Benchmark:** New sources of grant revenue will will offset any reductions in formula allocations and other funding sources. A consistent overall level of grant-funded support will be maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1) Three renewal formula allocation grant amounts increased by 5% from prior year ($659,313 vs. $627,270). 2) 26 new grant proposals were developed, totaling more than $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending award notification. (Two totaling over $20,000 were denied.) Special note: Formula-allocated federal awards comprised 97% of new grant revenue (5 of the 26 new grant awards totaling $24,158,126). 3) Established 29 additional grant/contract awards, totaling $593,311 received from FSA, BCC Foundation, SUNY, NYSED, ESD, and Broome County DSS. 4) As of 6/04/21, was providing grants management (i.e., budgetary, reporting, compliance) oversight to 85 grant-funded projects totaling $18,916,623 (vs. 102 grant accounts totaling $15,782,345 for the prior year, same period). This equals a 19.85% increase in grant revenue from prior year. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is highly unlikely that revenue-generating goals can be maintained at current levels without either (1) the restoration of the Sponsored Programs director position in a paid non-leave capacity, or (2) redistribution of SPO duties to existing positions with the employees taking on those duties being promoted and additionally compensated to do so. **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director has been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and	**Action Plan:** Compile 2019-2020 and 2020-219 outcomes in comparison format and present to the Grants Planning Team, Sept 2021. Discuss significant changes, and solicit feedback on new and/or modifications to existing ways to continue to meeting goals will be solicited. (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals. **Related Documents:** Grant Information Report_run date 6-05-2020.pdf Grant Information Report_run date 6-04-2021.pdf	

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 3 - Invest in the maintenance of facilities and the building of new ones when needed to support the strategic priorities of the college

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Utilize resources efficiently and responsibly while creating new/improving existing Campus Life infrastructures to ensure for maximized student access to information, activities, and services that are most conducive to their unique lifestyles

Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Impact Assessment - Monitor budgetary expenses and revenues, and evaluate the programmatic/student performance impact(s) associated with any mid-course corrections adjustments that are made to maintain balanced budgets. *** Benchmark:** 2020/21 Targets: o Balanced budgets were maintained for all Campus Life areas. o Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. o Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. **Resource Requests:** (1) The student conduct software, Maxient, is an essential cost that must be covered annually. (2) The Campus Labs co-curricular/student engagement network software, known on campus as The Swarm, is an essential costs	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Balanced budgets were maintained for all Campus Life areas. - Exceeded balanced budgets goal by actually realizing surpluses in two FSA-budgets that were further reduced at the end of the Fall 2020 semester (Athletics and Student Activities budgets). 2. Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. - Resignations, retirements and transfers prompted consolidation of duties among remaining positions and re-prioritization of the types and frequency of student engagement opportunities. 3. Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. Examples: (1) Due to our reduced college-funded budget, we released the Student Handbook in an online format only so that the full approved 20-21 amount of $12,538 could be used for graduation expenses. (2) Counseling Services worked with Art with Impact reps for close to a year to raise funds via grants, etc. to bring one of their virtual Mental Health & Films workshops to campus. In Dec, Art with Impact waived the fee ($3000) so that we could move forward with this initiative in May 2021. (3) Student Activities was set to opt out of participation in the 2021 Women's Empowerment Draft sponsored by SUNY due to a new $2,500 cost. By negotiating out of the jersey and mosaic-making parts of the initiative, however, we were able to join the draft for free, with a student spokesperson on video in SUNY Broome's gold and black colors to honor Tarana Burke. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The interim DOS plans to continue to (1) prioritize the consolidation of positions and duties/responsibilities whenever a staff member resigns/retires/transfers, and (2) budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships). At the same time, the interim DOS plans to continue to advocate for essential personnel needs that are becoming more essential to fill now that the campus will be	**Action Plan:** The interim DOS presented a Campus Life Restructuring Proposal to the VPSD on July 11, 2021, which poses further staffing consolidations, balanced by some necessary concessions, that would still result in an additional net savings compared to the current Campus Life model. (07/30/2021) **Budget/Resource Implications:** Budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships).

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
that must be covered annually. (3) A new director position (or senior staff assistant) within Campus Life is a high-priority hire when college budget issues subside, to partially restore the imbalance of job duties caused by several significant FT vacancies created in 2019/20 (i.e., Student Activities director, Sponsored Programs director, Athletics assistant director, personal counselor) **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	open to in-person courses and engagement, such as assistance to absorb the impact of a retiring Athletics director (and continued vacancy of the Assistant Athletics director) , ongoing vacancy of the Student Activities and Sponsored Programs directors, and open secretarial positions. These openings are simply too vast to be covered completely by consolidation of duties/responsibilities. **What did you learn about your unit through this assessment cycle?:** There is a tipping point whereby staffing consolidations and budget reductions become insurmountable, causing programming efforts - as well as compliance and regulatory oversight - to be impacted negatively. The current staffing and budgetary resources afforded to Campus Life areas is not sustainable in the long term and must be addressed soon to avoid reaching that tipping point. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Data Related - Ensure financial viability of the college through implementation and maintenance of financial processes and efficient functioning of finance offices.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budget office has continued to provide weekly data updates to academic leadership on FTE trends, student enrollment trends, course tally trends and section management. Some standardized templates that were created were the Course Tally Summary. An internal	**Action Plan:** The budget office will work on providing benchmark data for various initiatives as outlined within the new sustainability plan and provide budgetary impacts and

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
• Develop a user friendly analytic, assessment and financial trend data reports (student enrollment, tally & FTE's, section management, contractual services, payroll, staff FTE's, SUNY annual report, SUNY peer rankings, etc.) to stakeholders and decision-makers. *** Benchmark:** Financial trend data reports are developed and provided to stakeholders.	template was created to provide more efficient course tally reports to leadership in a timely fashion. For example, it now takes copying and pasting 2 different raw data sources into the Course Tally Template, which then computes course tally information by College, Division, and Department. Accessible location for leadership to access data is somewhat a combined effort with the Institutional Effectiveness Office in the production of a college Data Book. The Data book is now available on the Institutional Effectiveness home page that is accessible to leadership to make informed decisions on student related data and trends, including enrollment and finance trends. Another source of data that was accessible not only to leadership but to all interested faculty or staff was the production of the Spring Budget Seminars. Two budget seminars were provided to the campus to present how the budget is created, sources of data being used, and what those sources are telling us. Both events were well-attended, and data was provided along with written responses to follow-up questions asked by the audience post presentations. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Budget and Finance Offices will continue to review current processes and through communication with stakeholders, revise data communication as needed. Continued transparency and communication regarding the college's finances will continue to occur at College Assembly and other avenues as appropriate. **What did you learn about your unit through this assessment cycle?:** There are many data sources that enhance the quality of selected data metrics. The selected metrics must be communicated on a consistent basis to ensure their use by Academic and Executive Leadership for effective decision making. Moving forward, data must be part of the equation when considering new initiatives, budget decisions, and the sustainability of the college. **Related Documents:** [Budget Fundamentals Supplemental Documents.pdf](#)	tracking over the next five years. The APS platform will continue to be utilized to explore various ways to standardize reporting of data analytics related to finance and program health and sustainability. (07/30/2021)
Data Related - Ensure financial viability of the college through implementation and maintenance of	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Filing of all federal and state quarterly tax reports was completed correctly and in a timely	**Action Plan:** Regular review of financial transactions and reconciliation throughout the

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
financial processes and efficient functioning of finance offices. • Maintain highest financial strength score and rating (i.e. green) by SUNY Comptroller's Office. *** Benchmark:** Highest financial strength score and rating by SUNY is achieved and maintained.	manner. The Annual Report was submitted to SUNY for the 2019-2020 Academic Year prior to the October 31, 2020 deadline. The college has obtained the highest financial strength score and rating by SUNY and has maintained this over the last two years. There were no findings or material weaknesses on the annual audit by an external audit firm for the 19-20 fiscal year. This includes a single audit of financial aid and CARES funds. A Department of Education review was completed with no findings. An error discovered during the college's internal audit last year regarding FICA/Med taxes resulted in immediate steps taken to resolve the issue with the IRS and SSA; these corrective actions have resulted in notices which are in the resolution stage. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The payroll checklist will continue to be utilized to ensure proper and timely filing of federal and state tax reports. Cross-training of staff will ensure continued efficiency. Regular review of financial transactions and reconciliation throughout the academic year will continue to ensure timely reporting of accurate financial information. The college will continue to monitor its finances and make adjustments within the budget as needed in order to maintain financial viability and a balanced budget. **What did you learn about your unit through this assessment cycle?:** Finance and Payroll staff continue to work well together and there was a smooth transition of duties prompted by changes in staffing. Existing finance processes are sound. Changes in staffing can result in errors and it is important to continuously review processes, and both internal and external audits. Despite declines in enrollment and challenges posed by COVID, the college continue to operate within a balanced budget.	academic year will continue to ensure timely reporting of accurate financial information. (07/30/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Assist the College to practice fiscal responsibility and sustainability by maintaining a consistent overall level of grant-funded/external financial support.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
Data Related - Monitor budget changes in formula allocations (i.e Perkins, EOP). Compare amount of reductions, if any, to amount of revenue realized from new sources. *** Benchmark:** New sources of grant revenue will will offset any reductions in formula allocations and other funding sources. A consistent overall level of grant-funded support will be maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1) Three renewal formula allocation grant amounts increased by 5% from prior year ($659,313 vs. $627,270). 2) 26 new grant proposals were developed, totaling more than $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending award notification. (Two totaling over $20,000 were denied.) Special note: Formula-allocated federal awards comprised 97% of new grant revenue (5 of the 26 new grant awards totaling $24,158,126). 3) Established 29 additional grant/contract awards, totaling $593,311 received from FSA, BCC Foundation, SUNY, NYSED, ESD, and Broome County DSS. 4) As of 6/04/21, was providing grants management (i.e., budgetary, reporting, compliance) oversight to 85 grant-funded projects totaling $18,916,623 (vs. 102 grant accounts totaling $15,782,345 for the prior year, same period). This equals a 19.85% increase in grant revenue from prior year. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is highly unlikely that revenue-generating goals can be maintained at current levels without either (1) the restoration of the Sponsored Programs director position in a paid non-leave capacity, or (2) redistribution of SPO duties to existing positions with the employees taking on those duties being promoted and additionally compensated to do so. **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director has been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties.	**Action Plan:** Compile 2019-2020 and 2020-219 outcomes in comparison format and present to the Grants Planning Team, Sept 2021. Discuss significant changes, and solicit feedback on new and/or modifications to existing ways to continue to meeting goals will be solicited. (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals. **Related Documents:** Grant Information Report_run date 6-05-2020.pdf Grant Information Report_run date 6-04-2021.pdf	

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 4 - Continue to procure equipment and technological resources that meet the changing needs of instructional delivery, student support services and administrative needs aimed at student success

Admin - Business and Professional Studies Division

Goal: 2020-20201 Strategic Goal: 3 Fiscal, Program Development, and Infrastructure, Sustainability: 3. Implement Unmuddl.

o   BIT Department will implement Unmuddl non-credit courses.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Interested Department Chairs will report to the Dean. *** Benchmark:** 10%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT actively worked to implement Unmuddl non-credit courses which will support microcredentials, applied learning credit, and national visibility of our programs. o Unmuddl offerings were on the website for Spring 2021. Due to not getting enough student interest the offerings are again going to be offered in the Fall 2021 when the college has had time to market more. • BIT actively worked to implement applied learning credit paths for courses offered by other institutions to bring students into our certificate and degree programs. This is ongoing. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Discussions with the dean and faculty to determine the appropriate courses to offer will be an ongoing process. **What did you learn about your unit through this assessment cycle?:** The division is aware that there needs to be appropriate courses that will need to be developed in order to be attractive to this large audience..	

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

 Utilize resources efficiently and responsibly while creating new/improving existing Campus Life infrastructures to ensure for maximized student access to information, activities, and services that are most conducive to their unique lifestyles
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
Impact Assessment - Monitor budgetary expenses and revenues, and evaluate the programmatic/student performance impact(s) associated with any mid-course corrections adjustments that are made to maintain balanced budgets. *** Benchmark:** 2020/21 Targets: o Balanced budgets were maintained for all Campus Life areas. o Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. o Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. **Resource Requests:** (1) The student conduct software, Maxient, is an essential cost that must be covered annually. (2) The Campus Labs co-curricular/student engagement network software, known on campus as The Swarm, is an essential costs that must be covered annually. (3) A new director position (or senior staff assistant) within Campus Life is a high-priority hire when college budget issues subside, to partially	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Balanced budgets were maintained for all Campus Life areas. - Exceeded balanced budgets goal by actually realizing surpluses in two FSA-budgets that were further reduced at the end of the Fall 2020 semester (Athletics and Student Activities budgets). 2. Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. - Resignations, retirements and transfers prompted consolidation of duties among remaining positions and re-prioritization of the types and frequency of student engagement opportunities. 3. Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. Examples: (1) Due to our reduced college-funded budget, we released the Student Handbook in an online format only so that the full approved 20-21 amount of $12,538 could be used for graduation expenses. (2) Counseling Services worked with Art with Impact reps for close to a year to raise funds via grants, etc. to bring one of their virtual Mental Health & Films workshops to campus. In Dec, Art with Impact waived the fee ($3000) so that we could move forward with this initiative in May 2021. (3) Student Activities was set to opt out of participation in the 2021 Women's Empowerment Draft sponsored by SUNY due to a new $2,500 cost. By negotiating out of the jersey and mosaic-making parts of the initiative, however, we were able to join the draft for free, with a student spokesperson on video in SUNY Broome's gold and black colors to honor Tarana Burke. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The interim DOS plans to continue to (1) prioritize the consolidation of positions and duties/responsibilities whenever a staff member resigns/retires/transfers, and (2) budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships). At the same time, the interim DOS plans to continue to advocate for essential personnel needs that are becoming more essential to fill now that the campus will be open to in-person courses and engagement, such as assistance to absorb the impact of a retiring Athletics director (and continued vacancy of the Assistant Athletics director) , ongoing vacancy of the Student Activities and Sponsored Programs directors, and open secretarial positions. These openings are simply too vast to be covered completely by consolidation of duties/responsibilities.	**Action Plan:** The interim DOS presented a Campus Life Restructuring Proposal to the VPSD on July 11, 2021, which poses further staffing consolidations, balanced by some necessary concessions, that would still result in an additional net savings compared to the current Campus Life model. (07/30/2021) **Budget/Resource Implications:** Budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships).

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
restore the imbalance of job duties caused by several significant FT vacancies created in 2019/20 (i.e., Student Activities director, Sponsored Programs director, Athletics assistant director, personal counselor) **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	**What did you learn about your unit through this assessment cycle?:** There is a tipping point whereby staffing consolidations and budget reductions become insurmountable, causing programming efforts - as well as compliance and regulatory oversight - to be impacted negatively. The current staffing and budgetary resources afforded to Campus Life areas is not sustainable in the long term and must be addressed soon to avoid reaching that tipping point. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	

Admin - Finance: Purchasing Area

Goal: Procure assets and resources

Fostering honest competition while in compliance with federal, state, local and college laws and college guidelines.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 09/01/2017

Means of Assessment	Results	Action Plans
Supervisor Evaluation - Vet and negotiate college contracts and procurements to ensure compliance with applicable rules and regulations. *** Benchmark:** Our target benchmark is 100% compliance of Federal, State, General Municipal Law and SUNY Broome purchasing guidelines	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The college has negotiated and established 238 new contracts for the period of 9/1/2020 through 7/20/2021. 100% of these agreements comply with Federal, State, General Municipal Law, and SUNY Broome purchasing guidelines. (07/20/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Purchasing office has created new pathways and agreement tracker responsibilities within the office personnel. The tracker provides a daily report on the status of all agreements and requirements met and not met. **What did you learn about your unit through this assessment cycle?:** With the additional personnel, checklist, purchasing guidelines, and tracking reports, the purchasing office can	**Action Plan:** The Purchasing Office will continue to Audit and Review for compliance on a daily basis by reviewing agreements with the most stringent require law. Whether that being college, local, state, or federal and apply that law to the agreement. (07/28/2021)

Admin - Finance: Purchasing Area

Goal: Procure assets and resources

Means of Assessment	Results	Action Plans
	clearly document our success in keeping in compliance with all required laws and guidelines. **Related Documents:** Index of O__Contracts & Agreements_.pdf Check List Example.pdf Tracking agreements 2021.xlsx	

Admin - Health Sciences Division

Goal: 3: Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.

Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Identify equipment in need of upgrades/replacement and develop an equipment replacement plan * **Benchmark:** Equipment identified and replacement plan developed. **Related Documents:** 2021-22 Tech Fee Health Sci.xlsx	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Equipment needs reviewed and prioritized (08/05/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continually update equipment needs **What did you learn about your unit through this assessment cycle?:** some equipment was in immediate need of replacement/updates	**Action Plan:** Evaluate and prioritize equipment needs annually; create a capital equipment priority list (08/05/2021) **Budget/Resource Implications:** College budget planning, use of grants, or capital funds to support equipment replacement
Identify and secure resources for equipment replacement based on Divisional priorities * **Benchmark:** Resources identified and secured.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Submitted most of the prioritized equipment needs to the Perkins grant (funding amount TBD) Tech Fee may be available to complete the remainder of the requests (funding amount TBD) While we are awaiting funding amounts, the equipment has been distributed to funding sources (08/05/2021)	**Action Plan:** Explore additional funding sources for equipment needs; secure capital funds for equipment near EOL (08/05/2021) **Budget/Resource Implications:** budget planning: grants; capital funding; operational funding

Admin - Health Sciences Division

Goal: 3: Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.

Means of Assessment	Results	Action Plans
	If you met your benchmark, how will you maintain your ability to keep meeting goals?: Continually seek a diverse funding stream to support equipment upgrades **What did you learn about your unit through this assessment cycle?:** More funding sources should be secured to support continuous equipment upgrades	
Identify, acquire and distribute technology and other support resources needed to help faculty effectively teach at a distance *** Benchmark:** Technology and support resources needed identified.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met MOU with BU to support Simulation education for the ADN Program; Laptops for remote teaching acquired; AdobeSuite provided as needed (08/09/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to evaluate faculty and student needs for effective program implementation. **What did you learn about your unit through this assessment cycle?:** LImited clinical sites required simulation experiences; SED approval required for alternative clinical experiences	**Action Plan:** Continue to evalute faculty and student technology needs to meet program goals/learning outcomes. (08/09/2021)
Advisory Board membership is updated as needed. *** Benchmark:** Advisory board membership is review and updates documented; minutes archived.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met All Advisory Boards for each program met: RAD Sept 24 2020 CLT/HISTO Dec 11 2020 DH Oct 30 2020 ADN Nov 5 2020 MA/HST Nov 12 2020 HIT Dec 3 2020 PTA April 23 2021 (08/05/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Advisory Boards will continue to meet annually	**Action Plan:** Advisory boards will continue to meet annually and feedback from these groups reviewed for program and curriculum changes as needed. (08/05/2021)

Admin - Health Sciences Division

Goal: 3: Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.

Means of Assessment	Results	Action Plans
	What did you learn about your unit through this assessment cycle?: Advisory boards provide needed input on program and curricular alignment to graduate competend and skills health care professionals that meet workforce development needs **Related Documents:** 2020-2021 HS Advisory Meetings (1).docx	
For all A.A.S. programs at least one advisory board meeting held per year to evaluate program resources and curriculum. *** Benchmark:** Each A.A.S. program has held at least on advisory board meeting; minutes archived; and recommendations considered for continuous improvement.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Each HS Divsion program conducted an Advisory Board Meeting (08/09/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Chairpersons will continue to meet annually with advisory boards. **What did you learn about your unit through this assessment cycle?:** The community is engaged with our programs and are willing to leverage their expertise and facilities to support health sciences programs for successful graduate completion. **Related Documents:** 2020-2021 HS Advisory Meetings (1).docx	**Action Plan:** Continue to engage our community on advisory boards, update boards as needed. (08/09/2021)

Admin - Information Technology Services

Goal: CircleIn implementation

CircleIn implementation
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 04/01/2021

Means of Assessment	Results	Action Plans
LMS Chat functionality for students and faculty *** Benchmark:** CircleIn will be implemented	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CircleIn was implemented. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** SDLC (Software Development Life Cycle) is a process followed by our organization for a software	**Action Plan:** We will continue to execute the final step of the software life cycle. Planning, Requirements, Design, Build, Document, Test, Deploy,

Admin - Information Technology Services

Goal: CircleIn implementation

Means of Assessment	Results	Action Plans
	project. The life cycle defines a methodology for improving the quality of software and the overall development process. To maintain our ability to keep meeting goals, the system operation will be ongoing. The software will be monitored for continued performance in accordance with user requirements and needed system modifications or updates will be incorporated. Operation of this system will continue as long as the system responds to the organization's needs. When modifications are identified, the stakeholders may require reentry into the planning phase. **What did you learn about your unit through this assessment cycle?:** We learned how to implement CircleIn.	Maintain (08/02/2021)

Goal: Oracle Upgrade

Oracle Upgrade
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 04/01/2021

Means of Assessment	Results	Action Plans
Oracle requires an upgrade to v19C * **Benchmark:** Oracle will be upgraded	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Oracle 19C upgrade has been completed. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** SDLC (Software Development Life Cycle) is a process followed by our organization for a software project. The life cycle defines a methodology for improving the quality of software and the overall development process. To maintain our ability to keep meeting goals, the system operation will be ongoing. The software will be monitored for continued performance in accordance with user requirements and needed system modifications or updates will be incorporated. Operation of this system will continue as long as the system responds to the organization's	**Action Plan:** We will continue to execute the final step of the software life cycle. Planning, Requirements, Design, Build, Document, Test, Deploy, Maintain (07/30/2021)

Admin - Information Technology Services

Goal: Oracle Upgrade

Means of Assessment	Results	Action Plans
	needs. When modifications are identified, the stakeholders may require reentry into the planning phase. **What did you learn about your unit through this assessment cycle?:** We learned how to implement and upgrade Oracle.	

Goal: Unmudl implimentation

Unmudl implimentation
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 04/01/2021

Means of Assessment	Results	Action Plans
Online marketplace for continuing education *** Benchmark:** Unmudl will be implemented	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Unmudl was implimented (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** SDLC (Software Development Life Cycle) is a process followed by our organization for a software project. The life cycle defines a methodology for improving the quality of software and the overall development process. To maintain our ability to keep meeting goals, the system operation will be ongoing. The software will be monitored for continued performance in accordance with user requirements and needed system modifications or updates will be incorporated. Operation of this system will continue as long as the system responds to the organization's needs. When modifications are identified, the stakeholders may require reentry into the planning phase. **What did you learn about your unit through this assessment cycle?:** We learned how to implement UnMudl.	**Action Plan:** We will continue to execute the final step of the software life cycle. Planning, Requirements, Design, Build, Document, Test, Deploy, Maintain (07/30/2021)

Goal: Voicemail Upgrade

Admin - Information Technology Services

Goal: Voicemail Upgrade

Voicemail Upgrade
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 04/01/2021

Means of Assessment	Results	Action Plans
Campus requires an upgrade to the voicemail system that serves all members *** Benchmark:** Voicemail systems will be upgraded to a new server	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The campus voicemail system was upgraded. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** SDLC (Software Development Life Cycle) is a process followed by our organization for a software project. The life cycle defines a methodology for improving the quality of software and the overall development process. To maintain our ability to keep meeting goals, the system operation will be ongoing. The software will be monitored for continued performance in accordance with user requirements and needed system modifications or updates will be incorporated. Operation of this system will continue as long as the system responds to the organization's needs. When modifications are identified, the stakeholders may require reentry into the planning phase. **What did you learn about your unit through this assessment cycle?:** We learned how to upgrade the campus voicemail system. We need a new phone system for campus.	**Action Plan:** ITS has placed a new phone system into our capital projects list. (07/30/2021)

Goal: LAPS implimentation

LAPS implimentation
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 04/01/2021

Means of Assessment	Results	Action Plans
Campus requires a more secure way to gain administrative access to desktop machines	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met LAPS was implemented. (07/30/2021)	**Action Plan:** We have begun removing ALL local administrative users from desktop computers.

Admin - Information Technology Services

Goal: LAPS implimentation

Means of Assessment	Results	Action Plans
* Benchmark: LAPS will be implemented	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** SDLC (Software Development Life Cycle) is a process followed by our organization for a software project. The life cycle defines a methodology for improving the quality of software and the overall development process. To maintain our ability to keep meeting goals, the system operation will be ongoing. The software will be monitored for continued performance in accordance with user requirements and needed system modifications or updates will be incorporated. Operation of this system will continue as long as the system responds to the organization's needs. When modifications are identified, the stakeholders may require reentry into the planning phase. **What did you learn about your unit through this assessment cycle?:** We learned how to implement LAPS.	(07/30/2021)

Goal: MFA

MFA
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 04/01/2021

Means of Assessment	Results	Action Plans
Campus requires a more secure way to access various systems *** Benchmark:** MFA will be deployed to campus	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met MFA was implemented (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** SDLC (Software Development Life Cycle) is a process followed by our organization for a software project. The life cycle defines a methodology for improving the quality of software and the overall development process. To maintain our ability to keep meeting goals, the system operation will be ongoing. The software will be monitored for continued performance in accordance with user	**Action Plan:** We have opened up MFA to all faculty and staff members. We will begin to use the MFA platform to sign into more software suites as they are purchased and deployed to our environment. (07/30/2021)

Admin - Information Technology Services

Goal: MFA

Means of Assessment	Results	Action Plans
	requirements and needed system modifications or updates will be incorporated. Operation of this system will continue as long as the system responds to the organization's needs. When modifications are identified, the stakeholders may require reentry into the planning phase. **What did you learn about your unit through this assessment cycle?:** We learned how to install and deploy MFA.	

Goal: Hyflex Sandbox

Hyflex Sandbox
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 04/01/2021

Means of Assessment	Results	Action Plans
Campus faculty require a facility to train in and experiment with new teaching modalities * **Benchmark:** Sandbox will be built	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The Hyflex Sandbox was built and is complete. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** To maintain our ability to keep meeting goals, the system operation will be ongoing. Operation of this room will continue as long as the systems respond to the organization's needs. When modifications are identified, the stakeholders may require reentry into the planning phase. **What did you learn about your unit through this assessment cycle?:** We learned there is a need for the campus to have a space where new technology can be tested and used for training.	**Action Plan:** We will continue to maintain and add new hardware to this space as it becomes available. (07/30/2021)

Goal: Upgrade BOSSCARS system

Upgrade BOSSCARS system
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021

Admin - Information Technology Services

Goal: Upgrade BOSSCARS system

Start Date: 04/01/2021

Means of Assessment	Results	Action Plans
The campus parking and ticketing system is outdated and requires upgrade *** Benchmark:** A new software suite will be assessed, chosen, installed and configured	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The BOSSCARS system was replaced (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** SDLC (Software Development Life Cycle) is a process followed by our organization for a software project. The life cycle defines a methodology for improving the quality of software and the overall development process. To maintain our ability to keep meeting goals, the system operation will be ongoing. The software will be monitored for continued performance in accordance with user requirements and needed system modifications or updates will be incorporated. Operation of this system will continue as long as the system responds to the organization's needs. When modifications are identified, the stakeholders may require reentry into the planning phase. **What did you learn about your unit through this assessment cycle?:** We learned how to implement AIMS.	**Action Plan:** We will continue to execute the final step of the software life cycle. Planning, Requirements, Design, Build, Document, Test, Deploy, Maintain (07/30/2021)

Goal: Develop New Technology Master Plan

Develop New Technology Master Plan
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 04/01/2021

Means of Assessment	Results	Action Plans
The campus will review, accept feedback, outline, and produce a new Technology Plan *** Benchmark:** A new plan will be produced	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met This has not been started (07/30/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** As we move into the new semester and campus returns to normal, we will re-prioritize this item which has remained low on the priority list throughout the past year.	**Action Plan:** This has not been started yet. We intend to start in the late fall. (07/30/2021)

Admin - Information Technology Services

Goal: Develop New Technology Master Plan

Means of Assessment	Results	Action Plans
	What did you learn about your unit through this assessment cycle?: n/a	

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 3: Fiscal, Program Development, and Infrastructure, sustainability.

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Implement Unmuddl. *** Benchmark:** Fall 2020.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to implement Unmudl (06/07/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Assist the College to practice fiscal responsibility and sustainability by maintaining a consistent overall level of grant-funded/external financial support.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Monitor budget changes in formula allocations (i.e Perkins, EOP). Compare amount of	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1) Three renewal formula allocation grant amounts increased by 5% from prior year	**Action Plan:** Compile 2019-2020 and 2020-219 outcomes in

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
reductions, if any, to amount of revenue realized from new sources. *** Benchmark:** New sources of grant revenue will will offset any reductions in formula allocations and other funding sources. A consistent overall level of grant-funded support will be maintained.	($659,313 vs. $627,270). 2) 26 new grant proposals were developed, totaling more than $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending award notification. (Two totaling over $20,000 were denied.) Special note: Formula-allocated federal awards comprised 97% of new grant revenue (5 of the 26 new grant awards totaling $24,158,126). 3) Established 29 additional grant/contract awards, totaling $593,311 received from FSA, BCC Foundation, SUNY, NYSED, ESD, and Broome County DSS. 4) As of 6/04/21, was providing grants management (i.e., budgetary, reporting, compliance) oversight to 85 grant-funded projects totaling $18,916,623 (vs. 102 grant accounts totaling $15,782,345 for the prior year, same period). This equals a 19.85% increase in grant revenue from prior year. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is highly unlikely that revenue-generating goals can be maintained at current levels without either (1) the restoration of the Sponsored Programs director position in a paid non-leave capacity, or (2) redistribution of SPO duties to existing positions with the employees taking on those duties being promoted and additionally compensated to do so. **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director has been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals.	comparison format and present to the Grants Planning Team, Sept 2021. Discuss significant changes, and solicit feedback on new and/or modifications to existing ways to continue to meeting goals will be solicited. (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	Related Documents: Grant Information Report_run date 6-05-2020.pdf Grant Information Report_run date 6-04-2021.pdf	

Admin - STEM Division

Goal: Goal 5: Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.

Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Identify equipment in need of upgrades/replacement and develop an equipment replacement plan *** Benchmark:** Equipment identified and replacement plan developed. **Related Documents:** 2021-22 Tech FeeSTEM with notes.xlsx MET EET Technology Dollars_Rev 3.xlsx	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Spring 2021 semester - An equipment list, replacement and cost estimates, was created. (06/23/2021) **What did you learn about your unit through this assessment cycle?:** The STEM division has a variety of equipment needs that periodically need to be reassessed and updated. **Related Documents:** STEM Equip List.xlsx	**Action Plan:** Evaluate equipment needs annually (08/03/2021)
Identify and secure resources for equipment replacement based on Divisional priorities *** Benchmark:** Resources identified and secured.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Review of equipment requests at Divsion Council with prioritization; resources identified (Perkins, Ahern, TechFee, other grants) (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to prioritize and review equipment needs for short and long-term equipment replacement planning	**Action Plan:** Multiple equipment priorities were part of the Perkins grant request and submitted in June 2021; utilize remainder of grants and tech fee funding to support remainder of prioritized equipment requests. (08/03/2021)

Admin - STEM Division

Goal: Goal 5: Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.

Means of Assessment	Results	Action Plans
	What did you learn about your unit through this assessment cycle?: Some equipment is very outdated and needed replacement in order for the program to remain relevant **Related Documents:** STEM Equip List.xlsx MET EET Technology Dollars_Rev 3.xlsx	**Budget/Resource Implications:** Tech Fee funds required along with continued grant funding and support from operational budget to fill in budget shortfall to ensure equipment needs are met.
Identify, acquire and distribute technology to help instructors more effectively teach at a distance *** Benchmark:** Faculty access to technology . **Resource Requests:** Support from IT to assist in quotes, set up equipment.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met IT support was responsive to technology needs and met with faculty as needed to determine technology issues and provide solutions. (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to engage IT as needed. **What did you learn about your unit through this assessment cycle?:** Creative solutions were found and worked with IT to determine resources needed.	**Action Plan:** Determine more fully specific technology instructional needs (equipment and instructional PD to effectively teach as a distance). (08/03/2021) **Budget/Resource Implications:** Support from IT and the TRC
Review and update Advisory Board membership. *** Benchmark:** All STEM Advisory Boards are reviewed and updated.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CIV MET and EET were reviewed (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Review of membership annually **What did you learn about your unit through this assessment cycle?:** Members were willing to participate in the ABET ETAC self-study and contribute to the success of the self-study and site visit	**Action Plan:** Continue to update and review membership annually. (08/03/2021)

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 5 - Promote an environment that enhances wellness and long-term health

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Utilize resources efficiently and responsibly while creating new/improving existing Campus Life infrastructures to ensure for maximized student access to information, activities, and services that are most conducive to their unique lifestyles

Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Impact Assessment - Monitor budgetary expenses and revenues, and evaluate the programmatic/student performance impact(s) associated with any mid-course corrections adjustments that are made to maintain balanced budgets. *** Benchmark:** 2020/21 Targets: o Balanced budgets were maintained for all Campus Life areas. o Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. o Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. **Resource Requests:** (1) The student conduct software, Maxient, is an essential cost that must be covered annually. (2) The Campus Labs co-curricular/student engagement network software, known on campus as The Swarm, is an essential costs	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Balanced budgets were maintained for all Campus Life areas. - Exceeded balanced budgets goal by actually realizing surpluses in two FSA-budgets that were further reduced at the end of the Fall 2020 semester (Athletics and Student Activities budgets). 2. Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. - Resignations, retirements and transfers prompted consolidation of duties among remaining positions and re-prioritization of the types and frequency of student engagement opportunities. 3. Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. Examples: (1) Due to our reduced college-funded budget, we released the Student Handbook in an online format only so that the full approved 20-21 amount of $12,538 could be used for graduation expenses. (2) Counseling Services worked with Art with Impact reps for close to a year to raise funds via grants, etc. to bring one of their virtual Mental Health & Films workshops to campus. In Dec, Art with Impact waived the fee ($3000) so that we could move forward with this initiative in May 2021. (3) Student Activities was set to opt out of participation in the 2021 Women's Empowerment Draft sponsored by SUNY due to a new $2,500 cost. By negotiating out of the jersey and mosaic-making parts of the initiative, however, we were able to join the draft for free, with a student spokesperson on video in SUNY Broome's gold and black colors to honor Tarana Burke. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The interim DOS plans to continue to (1) prioritize the consolidation of positions and duties/responsibilities whenever a staff member resigns/retires/transfers, and (2) budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships). At the same time, the interim DOS plans to continue to advocate for essential personnel needs that are becoming more essential to fill now that the campus will be	**Action Plan:** The interim DOS presented a Campus Life Restructuring Proposal to the VPSD on July 11, 2021, which poses further staffing consolidations, balanced by some necessary concessions, that would still result in an additional net savings compared to the current Campus Life model. (07/30/2021) **Budget/Resource Implications:** Budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships).

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
that must be covered annually. (3) A new director position (or senior staff assistant) within Campus Life is a high-priority hire when college budget issues subside, to partially restore the imbalance of job duties caused by several significant FT vacancies created in 2019/20 (i.e., Student Activities director, Sponsored Programs director, Athletics assistant director, personal counselor) **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	open to in-person courses and engagement, such as assistance to absorb the impact of a retiring Athletics director (and continued vacancy of the Assistant Athletics director) , ongoing vacancy of the Student Activities and Sponsored Programs directors, and open secretarial positions. These openings are simply too vast to be covered completely by consolidation of duties/responsibilities. **What did you learn about your unit through this assessment cycle?:** There is a tipping point whereby staffing consolidations and budget reductions become insurmountable, causing programming efforts - as well as compliance and regulatory oversight - to be impacted negatively. The current staffing and budgetary resources afforded to Campus Life areas is not sustainable in the long term and must be addressed soon to avoid reaching that tipping point. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	

Admin - Counseling Services

Goal: Individual Services

To improve student access from the traditional in-person counseling in an effort to reach a broader scope of students, the department will implement enhanced outreach efforts and virtual delivery of services.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Telemental health services will be implemented starting Fall 2020. In addition, within the Titanium platform, number of students who	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Counseling worked with 62 individuals in the Fall 20 Semester and 87 individuals in the Spring 21 Semester. The majority of the sessions offered were via zoom or on the phone with only a handful of sessions being offered in person. All services have been converted to telemental	

Admin - Counseling Services

Goal: Individual Services

Means of Assessment	Results	Action Plans
receive these services will be tracked to provide a gauge for service utilization. *** Benchmark:** Program is implemented and utilized. **Resource Requests:** Access to a platform and equipment to provide Telemental health services.	health accessibility and continue to be evaluated and revamped as needed for student success and accessibility. (08/05/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Telemental health services are new to our department. they are being reworked as needed- to meet the students' needs as well as compliancy within the Social Work Practice. **What did you learn about your unit through this assessment cycle?:** We learned ways to make our forms more accessible, flexibility in working with students, patience in working with technology	

Admin - Health and Safety

Goal: 20-21 COVID 19 Safety

In order to maintain campus safety, protocols will be implemented and followed to ensure a rate of <5% positive cases on campus.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Data Related - After submitting COVID tests obtained from campus personnel and students to Upstate Medical, results are received indicating level of positivity. *** Benchmark:** <5% **Resource Requests:** Test kits and human resources to administer COVID testing.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Public Safety took the lead on all things COVID related including developing processes and procedures, submitting documentation to SUNY for approval and leading the Emergency Management Team. The 2020 fall reopening plan (attached) highlights some of the plans Public Safety developed including pool testing, outbreak response, isolation and quarantines, and screening protocols. Public Safety worked directly with the Broome County Health Department and SUNY to ensure campus stayed in compliance with all updated New York State COVID-19 regulations. Per these examples and others, SUNY Broome COVID-19 positivity remained below 5% for the entire 2020/21 school year. (06/03/2021) **What did you learn about your unit through this assessment cycle?:** The campus community as a whole working together, communicating with each other and focusing on a common goal supports success in the most difficult times, including a pandemic.	**Action Plan:** Public Safety will continue to ensure compliance with all SUNY COVID-19 mandates. Public Safety will continue to work with the BCHD on all current COVID-19 information and guidance. Information on best health practices, including vaccine information, will be continually updated and communicated with campus. All campus COVID-19 positive cases will be tracked and recorded in order to keep the

Admin - Health and Safety

Goal: 20-21 COVID 19 Safety

Means of Assessment	Results	Action Plans
	Related Documents: SUNY-Broome-Reopening.pdf	positivity rate below 5%. (07/06/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Inculcate a culture of organizational stewardship through fiscally responsible practices, seeking of external resources and support, and the recruitment, retention, and professional development of talented staff.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Re-engineer the Division departments programs and services, inclusive of the creation of a Wellness Department. Redesign the Division, addressing vacancies or reporting structures. *** Benchmark:** Create a Wellness Department	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Reassignment of Health Services to Campus Life. Reassignment of EOP to the Division from Academic Affairs. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to help the team understand the big picture and why the big picture is important to the success of the students. **What did you learn about your unit through this assessment cycle?:** The key to successful transitioning is ensuring those impacted feel they are valued even if their recommendations/feedback are not as positive as one would like.	**Action Plan:** *Continue to move toward the creation of a Wellness Center that focuses on the physical and mental wellness of students. *Reassign the space for Counseling program to be closer to the Health Services Department (06/04/2021)
Data Related - Continue to seek external funding sources or partnerships to support Division programs and services and be able to show evidence of external funding and partnership opportunities. *** Benchmark:** Secure external	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The EOP program utilizes external and College funds for its program. No other external funds were received. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** There are opportunities for partnerships that go beyond money. In-kind services will be sought as well.	**Action Plan:** *Continue to refine the EOP program to maximize its resources for student success. *Seek External funds to support programs like the mentoring opportunity with local high schools.

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
funding to support at least one Division program/service.	**What did you learn about your unit through this assessment cycle?:** In order to support division programs and services, one must be creative and willing to go for the "ask." People are more than willing to support the needs of students when asked.	(06/04/2021)
Program/Project Development - Create an enrollment management plan for housing, designed to enhance the sustainability of the program. *** Benchmark:** Meet enrollment management objectives for Student Village: 240 students in Fall, 200 in Spring.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Graduate Intern created and enrollment management plan focused on the pre-enrollment phase of prospective housing students. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will work with the director of housing in the review of the plan and determine what aspects will be beneficial to the program **What did you learn about your unit through this assessment cycle?:** Critical to the sustainability of the program and institutional enrollment, that there be a strategic plan in place and executed that focuses on the recruitment and retention of students.	**Action Plan:** *Review the enrollment management plan for the Housing program in collaboration with the Director of Housing *Continue to collaborate with Binghamton University on the use of graduate students to assist with enrollment management strategies for residents *Review and determine opportunities to implement the Sankofa project for prospective residents (07/26/2021)
Data Related - Renegotiate and renew auxiliary service contracts. *** Benchmark:** Evidence that food services, transportation, health services, and bookstore contracts have been reviewed, renegotiated, and renewed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Contracts are in good standing with the exception of Food Services. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Continued discussions with American Food and Vending **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to work to have a collegial relationship with the auxiliary programs **What did you learn about your unit through this assessment cycle?:** The support of the college is required particularly when negotiations are contentious. Keeping the college in the loop even with auxiliary programs is critical.	**Action Plan:** FSA Auxiliary contracts will be transitioned to Administration & Finance Division. Student Affairs will serve as the liaison in partnership with contractors on behalf of students. (06/04/2021)
Audit Reports - Ensure all departments remain within budget. *** Benchmark:** Check all department	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budgets dependent upon the revenue based upon enrollment were re-adjusted, because	**Action Plan:** Continue the practice of monitoring and adjusting budgets as required. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
budgets quarterly in order to ensure all departments stay within their budget for the fiscal year.	of enrollment and revenue declines. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continuous monitoring is imperative **What did you learn about your unit through this assessment cycle?:** There are programs and services that can be facilitated with little or no funding. It is also imperative to ensure departments are aware of the status of the budget and team leaders must remain vigilant about staying within budget. Not spending and asking for forgiveness after the funds are spent.	
Supervisor Evaluation - Ensure all area policies and procedures are up to date. *** Benchmark:** All departments will have updated operation manuals, policies and procedures.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met All policies, procedures and manuals are considered up to date. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to remind team leaders about the importance of updating all manuals **What did you learn about your unit through this assessment cycle?:** Nothing was really learned about this goal. It is simply a must do for all areas in an effort to maintain the infrastructure.	**Action Plan:** Continue the practice of annual policy, procedure, and manual review. (06/04/2021)

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 6 - Continue to develop viable, innovative and entrepreneurial/enrichment/professional programs that meet the needs of the local community and region

Admin - Business and Professional Studies Division

Goal: 2020-20201 Strategic Goal: 3 Fiscal, Program Development, and Infrastructure, Sustainability: 1. Determine the appropriate schedule mix by expanding section management to include determining the appropriate number of sections to offer at a specific course level.

o   BPS departments will offer a variety of course modalities while observing responsible section management and assessment to ensure the needs of students are being met.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - The Dean will review the course section management with the Chairs. *** Benchmark:** 100%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • The BIT department's primary goal is to offer all classes as laid out in the curriculum plans for our degrees and certificates ensuring that students who are on track within a program can graduate on time without substitutions. Program updates have ensured we are hitting this goal. • BIT has and continued to work within the administration provided section management numbers for service courses and electives to minimize cost of programs to the college. • CJES offered courses as listed in the recommended order on our advisement sheets to ensure students will have the opportunity to graduate as scheduled. • CJES adhered to the section management as requested, in accordance with provisions of the contract. • Hospitality Programs adhered to the traditional section management emanating from departmental chair/faculty forecasting. • The Business Programs department offered the required modality mix and did so in a fiscally responsible way. In fact at .4 to 1 Section per FTE ratio, the Business Programs department ranks among the most efficient at SUNY Broome. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Ongoing discussions with the dean and department chairs is a necessary process in order to coordinate the course offerings and the number of sections placed into the course schedule. **What did you learn about your unit through this assessment cycle?:** The chairs are very willing to be responsible in assisting the dean with section management. This process has indicated that the BPS division is the most efficient on campus with the number of sections offered and the FTE ratio.	

Admin - Business and Professional Studies Division

Goal: 2020-20201 Strategic Goal: 3 Fiscal, Program Development, and Infrastructure, Sustainability: 1. Determine the appropriate schedule mix by expanding section management to include determining the appropriate number of sections to offer at a specific course level.

Means of Assessment	Results	Action Plans

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Utilize resources efficiently and responsibly while creating new/improving existing Campus Life infrastructures to ensure for maximized student access to information, activities, and services that are most conducive to their unique lifestyles
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Impact Assessment - Monitor budgetary expenses and revenues, and evaluate the programmatic/student performance impact(s) associated with any mid-course corrections adjustments that are made to maintain balanced budgets. *** Benchmark:** 2020/21 Targets: o Balanced budgets were maintained for all Campus Life areas. o Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. o Creative avenues to most affordably cover the costs of student engagement activities were pursued	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Balanced budgets were maintained for all Campus Life areas. - Exceeded balanced budgets goal by actually realizing surpluses in two FSA-budgets that were further reduced at the end of the Fall 2020 semester (Athletics and Student Activities budgets). 2. Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. - Resignations, retirements and transfers prompted consolidation of duties among remaining positions and re-prioritization of the types and frequency of student engagement opportunities. 3. Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. Examples: (1) Due to our reduced college-funded budget, we released the Student Handbook in an online format only so that the full approved 20-21 amount of $12,538 could be used for graduation expenses. (2) Counseling Services worked with Art with Impact reps for close to a year to raise funds via grants, etc. to bring one of their virtual Mental Health & Films workshops to campus. In Dec, Art with Impact waived the fee ($3000) so that we could move forward with this initiative in May 2021. (3) Student Activities was set to opt out of participation in the 2021 Women's Empowerment Draft sponsored by SUNY due to a new $2,500 cost. By negotiating out of the jersey and mosaic-making parts of the initiative, however, we were able to join the draft for	**Action Plan:** The interim DOS presented a Campus Life Restructuring Proposal to the VPSD on July 11, 2021, which poses further staffing consolidations, balanced by some necessary concessions, that would still result in an additional net savings compared to the current Campus Life model. (07/30/2021) **Budget/Resource Implications:** Budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships).

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
across all Campus Life areas. **Resource Requests:** (1) The student conduct software, Maxient, is an essential cost that must be covered annually. (2) The Campus Labs co-curricular/student engagement network software, known on campus as The Swarm, is an essential costs that must be covered annually. (3) A new director position (or senior staff assistant) within Campus Life is a high-priority hire when college budget issues subside, to partially restore the imbalance of job duties caused by several significant FT vacancies created in 2019/20 (i.e., Student Activities director, Sponsored Programs director, Athletics assistant director, personal counselor) **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	free, with a student spokesperson on video in SUNY Broome's gold and black colors to honor Tarana Burke. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The interim DOS plans to continue to (1) prioritize the consolidation of positions and duties/responsibilities whenever a staff member resigns/retires/transfers, and (2) budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships). At the same time, the interim DOS plans to continue to advocate for essential personnel needs that are becoming more essential to fill now that the campus will be open to in-person courses and engagement, such as assistance to absorb the impact of a retiring Athletics director (and continued vacancy of the Assistant Athletics director) , ongoing vacancy of the Student Activities and Sponsored Programs directors, and open secretarial positions. These openings are simply too vast to be covered completely by consolidation of duties/responsibilities. **What did you learn about your unit through this assessment cycle?:** There is a tipping point whereby staffing consolidations and budget reductions become insurmountable, causing programming efforts - as well as compliance and regulatory oversight - to be impacted negatively. The current staffing and budgetary resources afforded to Campus Life areas is not sustainable in the long term and must be addressed soon to avoid reaching that tipping point. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 3: Fiscal, Program Development, and Infrastructure, sustainability.

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.

Goal Status: Active

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 3: Fiscal, Program Development, and Infrastructure, sustainability.

Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Implement Unmuddl. *** Benchmark:** Fall 2020.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to implement Unmudl (06/07/2021)

Admin - Professional Development

Goal: Reimagine and leverage the use of professional development funding to provide two PD grants to support academic innovation.

At least two PDAP funded opportunities to support academic innovation 1. Hyflex 2. Microcredentials
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/04/2021

Means of Assessment	Results	Action Plans
Program/Project Development - Grants planning approval for reimagined use of PDAP funds that meet the criteria indicated in the goal statement. *** Benchmark:** Availability of grants to faculty members.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Goal partially met; one grant was awarded for Microcredentials. No grants were awarded for Hyflex in the 7 week model; the IDs are supporting 7 faculty members in developing a hyflex course in the 15 week model to be offered in the fall 2021 semester. These are not grant funded. Due to a lack of interest in the Hyflex grant, we were able to reallocate those funds to other grant opportunities, exhausting grant funds for AY 20-21. (06/16/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The goal was identified as a goal for the semester. In the event that we are asked to support Microcredentials with grant funds again, we will draw upon the experience of the awardee to market the grant and the requirements of it more effectively. **What did you learn about your unit through this assessment cycle?:** In my estimation, it was difficult to make this opportunity more attractive due to the time required to develop the deliverables for each of the grants given the experiences of our faculty related to Covid. I believe if things were "normal", we might have had a more robust response. Support from the	**Action Plan:** Additional grant opportunities to support faculty learning through the lens of the academic affairs goals will be offered and resources provided by SUNY and other professional learning entities will be utilized in support. (06/17/2021) **Budget/Resource Implications:** Funding outside of tuition and travel to conferences will have to be normed and processes related to how these are paid out developed.

Admin - Professional Development

Goal: Reimagine and leverage the use of professional development funding to provide two PD grants to support academic innovation.

Means of Assessment	Results	Action Plans
	department chairs and academic deans for new initiatives is also paramount to their success. **Related Documents:** [PD Report to Foundation 20-21.docx](#)	

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: 20-21: Identify courses and audience, and promote offerings via Unmudl

Add and fully market 5-10 strategic courses via Unmudl each semester. Promote them to targeted audiences with cross marketing via Socialtech.ai. work with programs to create at least 3 bridging/recruitment opportunities.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/11/2021
Inactive Date: 01/28/2022

Means of Assessment	Results	Action Plans
Program/Project Development - Post 4 adds to Facebook for the Spring 2021 courses. *** Benchmark:** Develop, write and post specific promotions related to current course offerings. Posts will then be targeted and boosted to better direct the advertising to interested populations.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A total of 35 courses were added to Unmudl between Spring and Summer 2021. Of these, four were developed with the assistance of the Business Information Technology program to be bridging/recruitment opportunities. A total of 19 posts were made on Facebook advertising courses for the Spring 2021 semester. Some of these posts were also shared with the marketing team at Socialtech.ai. for cross marketing. (08/18/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to develop and promote courses that could lead to interest in SUNY Broome degree courses or possible micro-credentials. We are currently meeting with the marketing team at Socailtech.ai. to continue joint efforts. **What did you learn about your unit through this assessment cycle?:** Communication with SocialTech for cross marketing helped gain insight and determined interest.	**Action Plan:** To better focus on this effort, the goal will be archived and moved to another sub-division of Enrollment Management. (08/18/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Assist the College to practice fiscal responsibility and sustainability by maintaining a consistent overall level of grant-funded/external financial support.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Monitor budget changes in formula allocations (i.e Perkins, EOP). Compare amount of reductions, if any, to amount of revenue realized from new sources. *** Benchmark:** New sources of grant revenue will will offset any reductions in formula allocations and other funding sources. A consistent overall level of grant-funded support will be maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1) Three renewal formula allocation grant amounts increased by 5% from prior year ($659,313 vs. $627,270). 2) 26 new grant proposals were developed, totaling more than $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending award notification. (Two totaling over $20,000 were denied.) Special note: Formula-allocated federal awards comprised 97% of new grant revenue (5 of the 26 new grant awards totaling $24,158,126). 3) Established 29 additional grant/contract awards, totaling $593,311 received from FSA, BCC Foundation, SUNY, NYSED, ESD, and Broome County DSS. 4) As of 6/04/21, was providing grants management (i.e., budgetary, reporting, compliance) oversight to 85 grant-funded projects totaling $18,916,623 (vs. 102 grant accounts totaling $15,782,345 for the prior year, same period). This equals a 19.85% increase in grant revenue from prior year. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is highly unlikely that revenue-generating goals can be maintained at current levels without either (1) the restoration of the Sponsored Programs director position in a paid non-leave capacity, or (2) redistribution of SPO duties to existing positions with the employees taking on those duties being promoted and additionally compensated to do so. **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director has been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the	**Action Plan:** Compile 2019-2020 and 2020-219 outcomes in comparison format and present to the Grants Planning Team, Sept 2021. Discuss significant changes, and solicit feedback on new and/or modifications to existing ways to continue to meeting goals will be solicited. (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals. **Related Documents:** Grant Information Report_run date 6-05-2020.pdf Grant Information Report_run date 6-04-2021.pdf	

Admin - STEM Division

Goal: Goal 3 : Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs

Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 08/26/2019

Means of Assessment	Results	Action Plans
Program/Project Development - STEM Pathway Curriculum Worksheets Developed for HighSchools *** Benchmark:** Pathways Worksheets Developed **Resource Requests:** FF Coordinator; Assistant to the Dean; MarCom Support	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met STEM Degree program pathway worksheets were completed for every STEM degree program; Draft forms created and reviewed by Counselors; Involvement from Career Center, MarCom and FF Coordinator to support the effort (05/18/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** FF Coordinator will maintain currency of worksheets along with annual review of the worksheets by the STEM Division Chairpersons **What did you learn about your unit through this assessment cycle?:** Some of our programs	**Action Plan:** Support training for HighSchool Counselors on how to use the worksheets in conjunction with the newly created STEM Viewbook (05/18/2021) **Budget/Resource Implications:** MarCom and FF program will need to monitor use of the materials and use their budget resources for print

Admin - STEM Division

Goal: Goal 3 : Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs		
Means of Assessment	Results	Action Plans
	needed clarification on courses expectations; We identified an opportunity for more consistent messaging about each program; project allowed us to clarify course sequencing within programs.	materials etc. if needed. These can be a resource for Admissions events and HighSchool Couselors **Follow-Up:** Pathways program forms completed; awaiting additional information input for contacts etc to be added by FF Coordinator along with cleaning up the docs so they are aesthetically templated/branded similiarly. (08/03/2021)

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 7 - Expand the Foundation's institutional advancement efforts to increase alumni engagement and
fundraising of critical private gifts that support the academic and professional pursuits of students, faculty and staff and the physical campus

Admin - Broome Community College Foundation

Goal: Student Emergency Fund

Raise capital for the Student Emergency Fund to support student need on campus
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 07/01/2020
Inactive Date: 06/30/2021

Means of Assessment	Results	Action Plans
Data Related - Review Foundation financial database and reports to assess dollars raised for the Student Emergency Fund. *** Benchmark:** Raise $50,000 for this fund in FY2021 through individual donations, community grants and corporate giving	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We raised $84,852 for the Student Emergency Fund in FY2021. This included a $75,000 grant from Lockheed Martin to assist with this fund. (07/21/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Our fundraising efforts for the Student Emergency Fund are ongoing. We include the Student Emergency Fund information in many of our publications, on our website, when speaking with donors, and in grant applications. We will continue to solicit donations for this purpose to ensure the longevity of the fund. **What did you learn about your unit through this assessment cycle?:** The Foundation is a key entity in support of the students and the campus of SUNY Broome. It is crucial for the Foundation to continue to solicit funds from our constituents so as to ensure our assistance for the college can continue. Our Foundation and alumni department staff work tirelessly towards the same goal and were able to adapt very well under the unusual circumstances of this past year.	**Action Plan:** -Include the Student Emergency Fund in marketing materials, publications, and on our website -Share information frequently with the campus community about the Student Emergency Fund -Utilize grant opportunities to continue to support the fund (07/23/2021)

Goal: Improve Alumni Engagement

Partner with campus departments to improve our alumni engagement efforts.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 07/01/2020
Inactive Date: 06/30/2021

Means of Assessment	Results	Action Plans
Program/Project Development - Assess coordinated efforts with	**Reporting Period:** 2020 - 2021	**Action Plan:** - Continue to build a

Admin - Broome Community College Foundation

Goal: Improve Alumni Engagement

Means of Assessment	Results	Action Plans
departments to improve our alumni events, programs and opportunities. *** Benchmark:** Implement a virtual events program for alumni thereby increasing the number of participants at events by 3%. Plan a coordinated partnership with the Career Services Center to form an alumni career network.	**Conclusion:** Benchmark Met We hosted various virtual events this past year including our alumni reunion which is usually held in person. We had great participation rates for these events and received positive feedback and encouragement to host future virtual events. We established a partnership with the Career Services Center and met a few times in the hopes of implementing an alumni career network in the future. We agreed to share information between our departments that will be useful to our alumni and to area employers and will continue to work with them to try to build the alumni career network. (07/22/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** As we transition back to a more normal in-person setting, we understand the need to continue to host virtual events for our out-of-town alumni. We plan to bring back some of our in-person events as well. The key is to be sure that our alumni and friends stay engaged, even virtually. **What did you learn about your unit through this assessment cycle?:** This past year was difficult in many ways for departments on campus. With everyone working from home, the personal connection was difficult to maintain even through zoom meetings. The Foundation and Alumni staff were able to foster relationships in new ways through our virtual program series and made many new connections to alumni that we otherwise may not have made. We found an opportunity in this difficult time and we hope to continue to learn new ways to communicate with our constituents.	relationship with the Career Services Center - Establish several online events to keep our out of town alumni and friends engaged - Reintroduce in-person events and continue to build personal relationships with our donors, alumni, and friends (07/23/2021)

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 8 - Support, prioritize, and align human capital in order to provide quality academic programming and facilitation of student success

Admin - Budget

Goal: Data & Metric Reporting

To ensure Academic and Executive Leadership has access to a variety of data and metrics necessary to make informed and evidence-based decisions related to student enrollment trends, course tally trends, FTE trends, section management, develop standardized templates and designate an accessible location for leadership to access.
Goal Status: Archived
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020
Inactive Date: 07/31/2021

Means of Assessment	Results	Action Plans
Institutional Reports - Development of various reports available on the Budget Portal. *** Benchmark:** Developed reports designated to a specific folder within the Budget Portal.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met While this goal is somewhat broad, the budget office has continued to provide weekly data updates to academic leadership on FTE trends, student enrollment trends, course tally trends and section management. Some standardized templates that were created were the Course Tally Summary. An internal template was created to provide more efficient course tally reports to leadership in a timely fashion. For example, it now takes copying and pasting 2 different raw data sources into the Course Tally Template, which then computes course tally information by College, Division, and Department. Accessible location for leadership to access data is somewhat a combined effort with the Institutional Effectiveness Office in the production of a college Data Book. The Data book is now available on the Institutional Effectiveness home page that is accessible to leadership to make informed decisions on student related data and trends. Another source of data that was accessible not only to leadership but to all interested faculty or staff was the production of the Spring Budget Seminars. We held two budget seminars to present how the budget is created, what sources of data we are using, and what those sources are telling us. Both events were well-attended, and data was provided to all as well as follow-up written responses to questions asked by the audience. (06/24/2021) **What did you learn about your unit through this assessment cycle?:** There are many data sources that enhance the quality of selected data metrics. The selected metrics must be communicated on a consistent basis to ensure their use by Academic and Executive Leadership for effective decision making. Moving forward, data must be part of the equation when considering new initiatives, budget decisions, and the sustainability of the college. **Related Documents:**	**Action Plan:** For the future, I would like to narrow this goal down to something more specific. For example, the college is working on a 3-year sustainability plan. The budget office would be able to provide benchmark data for various initiatives in the sustainability plan and provide budgetary impacts and tracking over the next three years. (07/27/2021) **Budget/Resource Implications:** No funding needed for this plan other than time resources and human resources in setting benchmarks and feedback from appropriate VPs and other staff on developed tracking reports.

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 8 - Support, prioritize, and align human capital in order to provide quality academic programming and facilitation of student success

Admin - Budget

Goal: Data & Metric Reporting

Means of Assessment	Results	Action Plans
	Spring 21 Course Tally Summary - 01 29 2021.pdf PD Event - College Budget Fundamentals PPT from March 19.2021 (2).pdf College Budget Fundamentals Part II - April 2021.pdf Budget Fundamentals Supplemental Documents.pdf	

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Utilize resources efficiently and responsibly while creating new/improving existing Campus Life infrastructures to ensure for maximized student access to information, activities, and services that are most conducive to their unique lifestyles
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Impact Assessment - Monitor budgetary expenses and revenues, and evaluate the programmatic/student performance impact(s) associated with any mid-course corrections adjustments that are made to maintain balanced budgets. *** Benchmark:** 2020/21 Targets: o Balanced budgets were maintained for all Campus Life areas. o Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Balanced budgets were maintained for all Campus Life areas. - Exceeded balanced budgets goal by actually realizing surpluses in two FSA-budgets that were further reduced at the end of the Fall 2020 semester (Athletics and Student Activities budgets). 2. Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. - Resignations, retirements and transfers prompted consolidation of duties among remaining positions and re-prioritization of the types and frequency of student engagement opportunities. 3. Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. Examples: (1) Due to our reduced college-funded budget, we released the Student Handbook in an online format only so that the full approved 20-21 amount of $12,538 could be used for graduation expenses. (2) Counseling Services worked with Art with Impact reps for close to a year to raise funds via grants, etc. to bring one of their virtual Mental Health & Films workshops to campus. In Dec, Art with	**Action Plan:** The interim DOS presented a Campus Life Restructuring Proposal to the VPSD on July 11, 2021, which poses further staffing consolidations, balanced by some necessary concessions, that would still result in an additional net savings compared to the current Campus Life model. (07/30/2021) **Budget/Resource Implications:** Budget non-personnel expenses as conservatively as possible by requesting little more than the fixed

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
the confines of a reduced budgets. o Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. **Resource Requests:** (1) The student conduct software, Maxient, is an essential cost that must be covered annually. (2) The Campus Labs co-curricular/student engagement network software, known on campus as The Swarm, is an essential costs that must be covered annually. (3) A new director position (or senior staff assistant) within Campus Life is a high-priority hire when college budget issues subside, to partially restore the imbalance of job duties caused by several significant FT vacancies created in 2019/20 (i.e., Student Activities director, Sponsored Programs director, Athletics assistant director, personal counselor) **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	Impact waived the fee ($3000) so that we could move forward with this initiative in May 2021. (3) Student Activities was set to opt out of participation in the 2021 Women's Empowerment Draft sponsored by SUNY due to a new $2,500 cost. By negotiating out of the jersey and mosaic-making parts of the initiative, however, we were able to join the draft for free, with a student spokesperson on video in SUNY Broome's gold and black colors to honor Tarana Burke. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The interim DOS plans to continue to (1) prioritize the consolidation of positions and duties/responsibilities whenever a staff member resigns/retires/transfers, and (2) budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships). At the same time, the interim DOS plans to continue to advocate for essential personnel needs that are becoming more essential to fill now that the campus will be open to in-person courses and engagement, such as assistance to absorb the impact of a retiring Athletics director (and continued vacancy of the Assistant Athletics director) , ongoing vacancy of the Student Activities and Sponsored Programs directors, and open secretarial positions. These openings are simply too vast to be covered completely by consolidation of duties/responsibilities. **What did you learn about your unit through this assessment cycle?:** There is a tipping point whereby staffing consolidations and budget reductions become insurmountable, causing programming efforts - as well as compliance and regulatory oversight - to be impacted negatively. The current staffing and budgetary resources afforded to Campus Life areas is not sustainable in the long term and must be addressed soon to avoid reaching that tipping point. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships).

Admin - Continuing Education and Workforce Development

Goal: 20-21 Internal Process

Admin - Continuing Education and Workforce Development

Goal: 20-21 Internal Process

Streamline internal processes for open-enrollment courses to improve efficiency and allocation of human resources.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/19/2021

Means of Assessment	Results	Action Plans
Policies/Procedures - Review efficiency of current processes. Utilize technological solutions to increase efficiency. Create new procedures to streamline workflow. *** Benchmark:** New procedures are created. **Resource Requests:** IT support, marketing and communications support	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We have made some progress on this. When I started, the department was very compartmentalized and the staff didn't know the whole process start to finish. There was a lot of paperwork and handwritten steps that then needed to be typed. To date, we have a new program proposal form through Wufoo, are typing our budget sheets, have a google calendar for the department, and new process for pulling information for the catalog. (07/06/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** While we met the benchmark, there is still work to be done. Since we're still down 2 full-time positions, we can't completely revamp our processes. However, with bringing in new staff members, we will be able to reevaluate the work distribution and flow to streamline our processes. **What did you learn about your unit through this assessment cycle?:** There has been a long history of doing certain processes because "we've always done it like this." There's also quite a bit of triple checking work. Also, a lot of the support staff don't know and understand the full breadth of what we do because there was little cross-training. However, there is a willingness to try things a new way and learn new skills. We will work collectively to continue to increase efficiency and accuracy.	**Action Plan:** This will be a work in progress. As we look to hire a new secretary and new full-time Senior Staff Assistant, we will be able to realign duties to suite the needs of the office. This will also award us the time to spend in creating new technological solutions. Better usage of CampusCE and the possible integration with Slate will also help. (07/06/2021) **Budget/Resource Implications:** Implementation of using Slate will require support from admissions and marcomm potentially.

Admin - Human Resources

Goal: Creation of Remote Work Program Policy

Provide guidance so that collaborative remote work agreements between supervisor and employee can be articulated and outline clearly defined work products and expectations that ultimately support and assist a division or department in supporting the College's mission and strategic goals.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 02/10/2020

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 8 - Support, prioritize, and align human capital in order to provide quality academic programming and facilitation of student success

Admin - Human Resources

Goal: Creation of Remote Work Program Policy

Means of Assessment	Results	Action Plans
Policies/Procedures - Measurement of this goal will occur by development of remote work agreements and approval of the developed policy by the BOT. *** Benchmark:** Completion of Remote Work Policy.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Remote Work Policy was approved by the Board of Trustees on August 20, 2020 (07/07/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Period review of the policy to maintain compliance with rules and regulations of the College. **What did you learn about your unit through this assessment cycle?:** Due to the COVID-19 pandemic, the remote work policy provided guidelines to supervisors and employees of the college during this required remote work period. **Related Documents:** PA3016 Remote Work Program Policy.pdf	**Action Plan:** The College will periodically assess the policy for needed updates. (07/13/2021) **Budget/Resource Implications:** There are no budgetary implications indicated between working onsite at the college and working remotely where special circumstances are indicated and approved by the supervisor.

Goal: Onboarding (New Hire/Employee Orientation)

Implement Onboarding package of current online tracking system for management of New Hire/Employee Orientation employment paperwork.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 02/21/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Completion of implementation. *** Benchmark:** Onboarding package will be implemented.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Working throughout the past year to implement the Onboarding system with the limitations presented by the loss of 3 FTE's, the COVID-19 pandemic, and the Voluntary Separation Incentive Program, we have completed the logistic setup of this system. (07/07/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continued use of the Onboarding system to mainstream new employees in a more timely and efficient manner. **What did you learn about your unit through this assessment cycle?:** The lack of communication and assistance from the Information Technology department resulted in	**Action Plan:** Proceed moving forward with the new system by onboarding all new employees. Review periodically with regard to the laws and regulations of the necessary forms for documents. (07/13/2021) **Budget/Resource Implications:** The financial responsibility of the college to maintain the agreement with the third-party vendor for the annual cost of the Onboarding software

Admin - Human Resources

Goal: Onboarding (New Hire/Employee Orientation)

Means of Assessment	Results	Action Plans
	significant delays in the implementation of this system.	package.

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 3: Fiscal, Program Development, and Infrastructure, sustainability.

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Implement Unmuddl. *** Benchmark:** Fall 2020.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed (06/07/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Continue to implement Unmudl (06/07/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
Data Related - Ensure financial viability of the college through implementation and maintenance of financial processes and efficient functioning of finance offices. • Develop a user friendly analytic, assessment and financial trend data reports (student enrollment, tally & FTE's, section management, contractual services, payroll, staff FTE's, SUNY annual report, SUNY peer rankings, etc.) to stakeholders and decision-makers. *** Benchmark:** Financial trend data reports are developed and provided to stakeholders.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budget office has continued to provide weekly data updates to academic leadership on FTE trends, student enrollment trends, course tally trends and section management. Some standardized templates that were created were the Course Tally Summary. An internal template was created to provide more efficient course tally reports to leadership in a timely fashion. For example, it now takes copying and pasting 2 different raw data sources into the Course Tally Template, which then computes course tally information by College, Division, and Department. Accessible location for leadership to access data is somewhat a combined effort with the Institutional Effectiveness Office in the production of a college Data Book. The Data book is now available on the Institutional Effectiveness home page that is accessible to leadership to make informed decisions on student related data and trends, including enrollment and finance trends. Another source of data that was accessible not only to leadership but to all interested faculty or staff was the production of the Spring Budget Seminars. Two budget seminars were provided to the campus to present how the budget is created, sources of data being used, and what those sources are telling us. Both events were well-attended, and data was provided along with written responses to follow-up questions asked by the audience post presentations. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Budget and Finance Offices will continue to review current processes and through communication with stakeholders, revise data communication as needed. Continued transparency and communication regarding the college's finances will continue to occur at College Assembly and other avenues as appropriate. **What did you learn about your unit through this assessment cycle?:** There are many data sources that enhance the quality of selected data metrics. The selected metrics must be communicated on a consistent basis to ensure their use by Academic and Executive Leadership for effective decision making. Moving forward, data must be part of the equation when considering new initiatives, budget decisions, and the sustainability of the college. **Related Documents:**	**Action Plan:** The budget office will work on providing benchmark data for various initiatives as outlined within the new sustainability plan and provide budgetary impacts and tracking over the next five years. The APS platform will continue to be utilized to explore various ways to standardize reporting of data analytics related to finance and program health and sustainability. (07/30/2021)

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 8 - Support, prioritize, and align human capital in order to provide quality academic programming and facilitation of student success

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	Budget Fundamentals Supplemental Documents.pdf	
Data Related - Ensure financial viability of the college through implementation and maintenance of financial processes and efficient functioning of finance offices. • Maintain highest financial strength score and rating (i.e. green) by SUNY Comptroller's Office. *** Benchmark:** Highest financial strength score and rating by SUNY is achieved and maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Filing of all federal and state quarterly tax reports was completed correctly and in a timely manner. The Annual Report was submitted to SUNY for the 2019-2020 Academic Year prior to the October 31, 2020 deadline. The college has obtained the highest financial strength score and rating by SUNY and has maintained this over the last two years. There were no findings or material weaknesses on the annual audit by an external audit firm for the 19-20 fiscal year. This includes a single audit of financial aid and CARES funds. A Department of Education review was completed with no findings. An error discovered during the college's internal audit last year regarding FICA/Med taxes resulted in immediate steps taken to resolve the issue with the IRS and SSA; these corrective actions have resulted in notices which are in the resolution stage. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The payroll checklist will continue to be utilized to ensure proper and timely filing of federal and state tax reports. Cross-training of staff will ensure continued efficiency. Regular review of financial transactions and reconciliation throughout the academic year will continue to ensure timely reporting of accurate financial information. The college will continue to monitor its finances and make adjustments within the budget as needed in order to maintain financial viability and a balanced budget. **What did you learn about your unit through this assessment cycle?:** Finance and Payroll staff continue to work well together and there was a smooth transition of duties prompted by changes in staffing. Existing finance processes are sound. Changes in staffing can result in errors and it is important to continuously review processes, and both internal and external audits. Despite declines in enrollment and challenges posed by COVID, the college continue to operate within a balanced budget.	**Action Plan:** Regular review of financial transactions and reconciliation throughout the academic year will continue to ensure timely reporting of accurate financial information. (07/30/2021)

Admin - Office of the Vice President for Student Affairs

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Inculcate a culture of organizational stewardship through fiscally responsible practices, seeking of external resources and support, and the recruitment, retention, and professional development of talented staff.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	*Results*	*Action Plans*
Program/Project Development - Re-engineer the Division departments programs and services, inclusive of the creation of a Wellness Department. Redesign the Division, addressing vacancies or reporting structures. *** Benchmark:** Create a Wellness Department	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Reassignment of Health Services to Campus Life. Reassignment of EOP to the Division from Academic Affairs. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to help the team understand the big picture and why the big picture is important to the success of the students. **What did you learn about your unit through this assessment cycle?:** The key to successful transitioning is ensuring those impacted feel they are valued even if their recommendations/feedback are not as positive as one would like.	**Action Plan:** *Continue to move toward the creation of a Wellness Center that focuses on the physical and mental wellness of students. *Reassign the space for Counseling program to be closer to the Health Services Department (06/04/2021)
Data Related - Continue to seek external funding sources or partnerships to support Division programs and services and be able to show evidence of external funding and partnership opportunities. *** Benchmark:** Secure external funding to support at least one Division program/service.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The EOP program utilizes external and College funds for its program. No other external funds were received. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** There are opportunities for partnerships that go beyond money. In-kind services will be sought as well. **What did you learn about your unit through this assessment cycle?:** In order to support division programs and services, one must be creative and willing to go for the "ask." People are more than willing to support the needs of students when asked.	**Action Plan:** *Continue to refine the EOP program to maximize its resources for student success. *Seek External funds to support programs like the mentoring opportunity with local high schools. (06/04/2021)
Program/Project Development - Create an enrollment management plan for housing, designed to enhance the sustainability of the program. *** Benchmark:** Meet enrollment management objectives for Student	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Graduate Intern created and enrollment management plan focused on the pre-enrollment phase of prospective housing students. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will work with the director of housing in the review of the plan and determine what aspects will be beneficial to the program	**Action Plan:** *Review the enrollment management plan for the Housing program in collaboration with the Director of Housing *Continue to collaborate with Binghamton University on the use

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
Village: 240 students in Fall, 200 in Spring.	**What did you learn about your unit through this assessment cycle?:** Critical to the sustainability of the program and institutional enrollment, that there be a strategic plan in place and executed that focuses on the recruitment and retention of students.	of graduate students to assist with enrollment management strategies for residents *Review and determine opportunities to implement the Sankofa project for prospective residents (07/26/2021)
Data Related - Renegotiate and renew auxiliary service contracts. *** Benchmark:** Evidence that food services, transportation, health services, and bookstore contracts have been reviewed, renegotiated, and renewed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Contracts are in good standing with the exception of Food Services. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Continued discussions with American Food and Vending **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to work to have a collegial relationship with the auxiliary programs **What did you learn about your unit through this assessment cycle?:** The support of the college is required particularly when negotiations are contentious. Keeping the college in the loop even with auxiliary programs is critical.	**Action Plan:** FSA Auxiliary contracts will be transitioned to Administration & Finance Division. Student Affairs will serve as the liaison in partnership with contractors on behalf of students. (06/04/2021)
Audit Reports - Ensure all departments remain within budget. *** Benchmark:** Check all department budgets quarterly in order to ensure all departments stay within their budget for the fiscal year.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budgets dependent upon the revenue based upon enrollment were re-adjusted, because of enrollment and revenue declines. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continuous monitoring is imperative **What did you learn about your unit through this assessment cycle?:** There are programs and services that can be facilitated with little or no funding. It is also imperative to ensure departments are aware of the status of the budget and team leaders must remain vigilant about staying within budget. Not spending and asking for forgiveness after the funds are spent.	**Action Plan:** Continue the practice of monitoring and adjusting budgets as required. (06/04/2021)
Supervisor Evaluation - Ensure all area policies and procedures are up to date.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met All policies, procedures and manuals are considered up to date. (06/04/2021)	**Action Plan:** Continue the practice of annual policy, procedure, and manual review. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
* Benchmark: All departments will have updated operation manuals, policies and procedures.	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to remind team leaders about the importance of updating all manuals **What did you learn about your unit through this assessment cycle?:** Nothing was really learned about this goal. It is simply a must do for all areas in an effort to maintain the infrastructure.	

Admin - Professional Development

Goal: Post Covid Reopening Plan

Reopening plan for TRC submitted to Dean of Institutional Effectiveness for Summer 2021; fully reopened by 8/23/2021
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 03/01/2021

Means of Assessment	Results	Action Plans
Program/Project Implementation - Project completion by target date. *** Benchmark:** Completion of phased reopening plan by target dates indicated in goal statement.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met TRC employees were made aware of the requirement to return to work 2 days per week as of May 3 and the full return by 8/23. On May 28, the president of the college indicated all employees return to campus full time effective 6/1 unless in instances related to child or other related care. All TRC employees save for one have been moved back into the TRC as part of a recentralization effort and work orders for TRC area maintenance (L101) are with Maintenance and will commence in summer 2021. (06/16/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** This goal would have been met by the dates indicated and were met as a result of the presidential edict, the terms were changed. IDs were moved back into the TRC and the one that has not yet come back will be moved while on sabbatical. **What did you learn about your unit through this assessment cycle?:** This process will assist in the unit functioning as one; their proximity will aid in the collaborative support of faculty and staff.	**Action Plan:** Recentralizing the staff into a single physical location also means recentralizing efforts that have seemed scattered or disjointed to faculty and staff alike; faculty and staff will once again have a one-stop shop for support. The TRC will be marketed to faculty and staff heavily and an advertised re-opening will take place in early fall, where we can unveil the latest website, calendar of events, and opportunities available to the campus community. While we are physically back on campus, an opportunity exists to continue to

Admin - Professional Development

Goal: Post Covid Reopening Plan

Means of Assessment	Results	Action Plans
		offer professional development in a remote synchronous format, as well as to those who choose to participate face-to-face. (06/17/2021) **Budget/Resource Implications:** Collaborative participation from the IDs is the most important resource necessary to make this a reality.

Admin - BC Center (Child Care)

Goal: Options for Lunch Offerings

Explore three different possibilities for lunch options and the costs associated with each.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/01/2020
Inactive Date: 07/31/2021

Means of Assessment	Results	Action Plans
Data Related - Assess three different lunch options to determine the costs and benefits of each. The first option involves contracting with American Dining Creations. The second option would require that The B.C. Center provide lunches to all children. The third option is that parents provide their children's lunches. *** Benchmark:** Selection a lunch option that is both beneficial to the program and families but also cost-effective.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We researched three different lunch options: making lunches at the center, contacting with American Dining Creations for lunches, and having families bring lunches for their children each day. (06/29/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue to explore options, but only if changes occur. The things that would need to change have to do with the space available in our building and the cost per meal charged by American Dining Creations. The B.C. Center does not have the kitchen or storage space to prepare lunches on a daily basis. Additionally, contracting with American Dining Creations for lunches is cost prohibitive. Although it is inconvenient for families to pack a lunch for their child each day, we have no other feasible option at this time. To make things a little easier on the families, we will provide lunches for the children on Fridays. **What did you learn about your unit through this assessment cycle?:** Our program is limited in multiple ways because of our building.	**Action Plan:** We will keep an open mind with respect to the children's lunches. If opportunities arise that make it possible for The B.C. Center to provide lunches, we will look into them. The lack of kitchen and storage space can be used as an argument for a new building, if this ever becomes part of the conversation. (06/29/2021) **Budget/Resource Implications:** In order to not increase our deficit, we will not be able to continue our relationship with American Dining Creations. **Follow-Up:** We will continue to entertain various lunch options as our situation evolves. (07/31/2022) **Follow-Up:** If the college contacts with a different company for food service, we will reach out to them to see if they would be able to provide lunches at a price we can afford. If we are ever asked to provide reasons that the child care program needs a larger building, the lack of kitchen and storage space can be included in those

Admin - BC Center (Child Care)

Goal: Options for Lunch Offerings

Means of Assessment	Results	Action Plans
		reasons. (06/29/2021)

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Utilize resources efficiently and responsibly while creating new/improving existing Campus Life infrastructures to ensure for maximized student access to information, activities, and services that are most conducive to their unique lifestyles

Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Impact Assessment - Monitor budgetary expenses and revenues, and evaluate the programmatic/student performance impact(s) associated with any mid-course corrections adjustments that are made to maintain balanced budgets. *** Benchmark:** 2020/21 Targets: o Balanced budgets were maintained for all Campus Life areas. o Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. o Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Balanced budgets were maintained for all Campus Life areas. - Exceeded balanced budgets goal by actually realizing surpluses in two FSA-budgets that were further reduced at the end of the Fall 2020 semester (Athletics and Student Activities budgets). 2. Campus Life staffing patterns continued to be restructured as necessary to maximize student engagement opportunities within the confines of a reduced budgets. - Resignations, retirements and transfers prompted consolidation of duties among remaining positions and re-prioritization of the types and frequency of student engagement opportunities. 3. Creative avenues to most affordably cover the costs of student engagement activities were pursued across all Campus Life areas. Examples: (1) Due to our reduced college-funded budget, we released the Student Handbook in an online format only so that the full approved 20-21 amount of $12,538 could be used for graduation expenses. (2) Counseling Services worked with Art with Impact reps for close to a year to raise funds via grants, etc. to bring one of their virtual Mental Health & Films workshops to campus. In Dec, Art with Impact waived the fee ($3000) so that we could move forward with this initiative in May 2021. (3) Student Activities was set to opt out of participation in the 2021 Women's Empowerment Draft sponsored by SUNY due to a new $2,500 cost. By negotiating out of the jersey and mosaic-making parts of the initiative, however, we were able to join the draft for free, with a student spokesperson on video in SUNY Broome's gold and black colors to honor	**Action Plan:** The interim DOS presented a Campus Life Restructuring Proposal to the VPSD on July 11, 2021, which poses further staffing consolidations, balanced by some necessary concessions, that would still result in an additional net savings compared to the current Campus Life model. (07/30/2021) **Budget/Resource Implications:** Budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships).

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 3: Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
Resource Requests: (1) The student conduct software, Maxient, is an essential cost that must be covered annually. (2) The Campus Labs co-curricular/student engagement network software, known on campus as The Swarm, is an essential costs that must be covered annually. (3) A new director position (or senior staff assistant) within Campus Life is a high-priority hire when college budget issues subside, to partially restore the imbalance of job duties caused by several significant FT vacancies created in 2019/20 (i.e., Student Activities director, Sponsored Programs director, Athletics assistant director, personal counselor) **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	Tarana Burke. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The interim DOS plans to continue to (1) prioritize the consolidation of positions and duties/responsibilities whenever a staff member resigns/retires/transfers, and (2) budget non-personnel expenses as conservatively as possible by requesting little more than the fixed annual costs that must be paid (Maxient, College Link, and Titanium licenses, SUNYSCI, STIXCA, ASCA memberships). At the same time, the interim DOS plans to continue to advocate for essential personnel needs that are becoming more essential to fill now that the campus will be open to in-person courses and engagement, such as assistance to absorb the impact of a retiring Athletics director (and continued vacancy of the Assistant Athletics director) , ongoing vacancy of the Student Activities and Sponsored Programs directors, and open secretarial positions. These openings are simply too vast to be covered completely by consolidation of duties/responsibilities. **What did you learn about your unit through this assessment cycle?:** There is a tipping point whereby staffing consolidations and budget reductions become insurmountable, causing programming efforts - as well as compliance and regulatory oversight - to be impacted negatively. The current staffing and budgetary resources afforded to Campus Life areas is not sustainable in the long term and must be addressed soon to avoid reaching that tipping point. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
Data Related - Ensure financial viability of the college through implementation and maintenance of financial processes and efficient functioning of finance offices. •　　　Develop a user friendly analytic, assessment and financial trend data reports (student enrollment, tally & FTE's, section management, contractual services, payroll, staff FTE's, SUNY annual report, SUNY peer rankings, etc.) to stakeholders and decision-makers. *** Benchmark:** Financial trend data reports are developed and provided to stakeholders.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budget office has continued to provide weekly data updates to academic leadership on FTE trends, student enrollment trends, course tally trends and section management. Some standardized templates that were created were the Course Tally Summary. An internal template was created to provide more efficient course tally reports to leadership in a timely fashion. For example, it now takes copying and pasting 2 different raw data sources into the Course Tally Template, which then computes course tally information by College, Division, and Department. Accessible location for leadership to access data is somewhat a combined effort with the Institutional Effectiveness Office in the production of a college Data Book. The Data book is now available on the Institutional Effectiveness home page that is accessible to leadership to make informed decisions on student related data and trends, including enrollment and finance trends. Another source of data that was accessible not only to leadership but to all interested faculty or staff was the production of the Spring Budget Seminars. Two budget seminars were provided to the campus to present how the budget is created, sources of data being used, and what those sources are telling us. Both events were well-attended, and data was provided along with written responses to follow-up questions asked by the audience post presentations. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Budget and Finance Offices will continue to review current processes and through communication with stakeholders, revise data communication as needed. Continued transparency and communication regarding the college's finances will continue to occur at College Assembly and other avenues as appropriate. **What did you learn about your unit through this assessment cycle?:** There are many data sources that enhance the quality of selected data metrics. The selected metrics must be communicated on a consistent basis to ensure their use by Academic and Executive Leadership for effective decision making. Moving forward, data must be part of the equation when considering new initiatives, budget decisions, and the sustainability of the college. **Related Documents:** Budget Fundamentals Supplemental Documents.pdf	**Action Plan:** The budget office will work on providing benchmark data for various initiatives as outlined within the new sustainability plan and provide budgetary impacts and tracking over the next five years. The APS platform will continue to be utilized to explore various ways to standardize reporting of data analytics related to finance and program health and sustainability. (07/30/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
Data Related - Ensure financial viability of the college through implementation and maintenance of financial processes and efficient functioning of finance offices. • Maintain highest financial strength score and rating (i.e. green) by SUNY Comptroller's Office. *** Benchmark:** Highest financial strength score and rating by SUNY is achieved and maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Filing of all federal and state quarterly tax reports was completed correctly and in a timely manner. The Annual Report was submitted to SUNY for the 2019-2020 Academic Year prior to the October 31, 2020 deadline. The college has obtained the highest financial strength score and rating by SUNY and has maintained this over the last two years. There were no findings or material weaknesses on the annual audit by an external audit firm for the 19-20 fiscal year. This includes a single audit of financial aid and CARES funds. A Department of Education review was completed with no findings. An error discovered during the college's internal audit last year regarding FICA/Med taxes resulted in immediate steps taken to resolve the issue with the IRS and SSA; these corrective actions have resulted in notices which are in the resolution stage. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The payroll checklist will continue to be utilized to ensure proper and timely filing of federal and state tax reports. Cross-training of staff will ensure continued efficiency. Regular review of financial transactions and reconciliation throughout the academic year will continue to ensure timely reporting of accurate financial information. The college will continue to monitor its finances and make adjustments within the budget as needed in order to maintain financial viability and a balanced budget. **What did you learn about your unit through this assessment cycle?:** Finance and Payroll staff continue to work well together and there was a smooth transition of duties prompted by changes in staffing. Existing finance processes are sound. Changes in staffing can result in errors and it is important to continuously review processes, and both internal and external audits. Despite declines in enrollment and challenges posed by COVID, the college continue to operate within a balanced budget.	**Action Plan:** Regular review of financial transactions and reconciliation throughout the academic year will continue to ensure timely reporting of accurate financial information. (07/30/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Inculcate a culture of organizational stewardship through fiscally responsible practices, seeking of external resources and support, and the recruitment, retention, and professional development of talented staff.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Re-engineer the Division departments programs and services, inclusive of the creation of a Wellness Department. Redesign the Division, addressing vacancies or reporting structures. *** Benchmark:** Create a Wellness Department	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Reassignment of Health Services to Campus Life. Reassignment of EOP to the Division from Academic Affairs. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to help the team understand the big picture and why the big picture is important to the success of the students. **What did you learn about your unit through this assessment cycle?:** The key to successful transitioning is ensuring those impacted feel they are valued even if their recommendations/feedback are not as positive as one would like.	**Action Plan:** *Continue to move toward the creation of a Wellness Center that focuses on the physical and mental wellness of students. *Reassign the space for Counseling program to be closer to the Health Services Department (06/04/2021)
Data Related - Continue to seek external funding sources or partnerships to support Division programs and services and be able to show evidence of external funding and partnership opportunities. *** Benchmark:** Secure external funding to support at least one Division program/service.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The EOP program utilizes external and College funds for its program. No other external funds were received. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** There are opportunities for partnerships that go beyond money. In-kind services will be sought as well. **What did you learn about your unit through this assessment cycle?:** In order to support division programs and services, one must be creative and willing to go for the "ask." People are more than willing to support the needs of students when asked.	**Action Plan:** *Continue to refine the EOP program to maximize its resources for student success. *Seek External funds to support programs like the mentoring opportunity with local high schools. (06/04/2021)
Program/Project Development - Create an enrollment management plan for housing, designed to enhance the sustainability of the program. *** Benchmark:** Meet enrollment management objectives for Student Village: 240 students in Fall, 200 in	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Graduate Intern created and enrollment management plan focused on the pre-enrollment phase of prospective housing students. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will work with the director of housing in the review of the plan and determine what aspects will be beneficial to the program **What did you learn about your unit through this assessment cycle?:** Critical to the	**Action Plan:** *Review the enrollment management plan for the Housing program in collaboration with the Director of Housing *Continue to collaborate with Binghamton University on the use of graduate students to assist with

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
Spring.	sustainability of the program and institutional enrollment, that there be a strategic plan in place and executed that focuses on the recruitment and retention of students.	enrollment management strategies for residents *Review and determine opportunities to implement the Sankofa project for prospective residents (07/26/2021)
Data Related - Renegotiate and renew auxiliary service contracts. *** Benchmark:** Evidence that food services, transportation, health services, and bookstore contracts have been reviewed, renegotiated, and renewed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Contracts are in good standing with the exception of Food Services. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Continued discussions with American Food and Vending **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to work to have a collegial relationship with the auxiliary programs **What did you learn about your unit through this assessment cycle?:** The support of the college is required particularly when negotiations are contentious. Keeping the college in the loop even with auxiliary programs is critical.	**Action Plan:** FSA Auxiliary contracts will be transitioned to Administration & Finance Division. Student Affairs will serve as the liaison in partnership with contractors on behalf of students. (06/04/2021)
Audit Reports - Ensure all departments remain within budget. *** Benchmark:** Check all department budgets quarterly in order to ensure all departments stay within their budget for the fiscal year.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budgets dependent upon the revenue based upon enrollment were re-adjusted, because of enrollment and revenue declines. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continuous monitoring is imperative **What did you learn about your unit through this assessment cycle?:** There are programs and services that can be facilitated with little or no funding. It is also imperative to ensure departments are aware of the status of the budget and team leaders must remain vigilant about staying within budget. Not spending and asking for forgiveness after the funds are spent.	**Action Plan:** Continue the practice of monitoring and adjusting budgets as required. (06/04/2021)
Supervisor Evaluation - Ensure all area policies and procedures are up to date. *** Benchmark:** All departments will have updated operation manuals,	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met All policies, procedures and manuals are considered up to date. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to remind team leaders about the importance of updating all manuals	**Action Plan:** Continue the practice of annual policy, procedure, and manual review. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
policies and procedures.	**What did you learn about your unit through this assessment cycle?:** Nothing was really learned about this goal. It is simply a must do for all areas in an effort to maintain the infrastructure.	

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Assist the College to practice fiscal responsibility and sustainability by maintaining a consistent overall level of grant-funded/external financial support.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Monitor budget changes in formula allocations (i.e Perkins, EOP). Compare amount of reductions, if any, to amount of revenue realized from new sources. *** Benchmark:** New sources of grant revenue will will offset any reductions in formula allocations and other funding sources. A consistent overall level of grant-funded support will be maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1) Three renewal formula allocation grant amounts increased by 5% from prior year ($659,313 vs. $627,270). 2) 26 new grant proposals were developed, totaling more than $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending award notification. (Two totaling over $20,000 were denied.) Special note: Formula-allocated federal awards comprised 97% of new grant revenue (5 of the 26 new grant awards totaling $24,158,126). 3) Established 29 additional grant/contract awards, totaling $593,311 received from FSA, BCC Foundation, SUNY, NYSED, ESD, and Broome County DSS. 4) As of 6/04/21, was providing grants management (i.e., budgetary, reporting, compliance) oversight to 85 grant-funded projects totaling $18,916,623 (vs. 102 grant accounts totaling $15,782,345 for the prior year, same period). This equals a 19.85% increase in grant revenue from prior year. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is highly unlikely that revenue-generating goals can be maintained at current levels without either (1) the restoration of the Sponsored Programs director position in a paid non-leave capacity, or (2) redistribution of SPO duties to existing positions with the employees taking on those duties being promoted and additionally compensated to do so.	**Action Plan:** Compile 2019-2020 and 2020-219 outcomes in comparison format and present to the Grants Planning Team, Sept 2021. Discuss significant changes, and solicit feedback on new and/or modifications to existing ways to continue to meeting goals will be solicited. (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	What did you learn about your unit through this assessment cycle?: The employee holding the title of Sponsored Programs (SP) director has been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals. **Related Documents:** Grant Information Report_run date 6-05-2020.pdf Grant Information Report_run date 6-04-2021.pdf	

Fiscal, Program Development, and Infrastructure Sustainability - Strategic Objective 10 - Provide accurate and timely financial information for internal and external use in compliance with Federal, State, College and other stakeholders' policies, procedures, and legal requirements

Admin - Finance Office

Goal: Audit

Audit - Seek no material weaknesses/no findings and an unmodified opinion for reporting areas
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021, 2021 - 2022
Start Date: 08/31/2017

Means of Assessment	Results	Action Plans
Audit Reports - Review the independent audit report *** Benchmark:** No findings or material weakness	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met No findings or material weakness - unmodified opinion for audit by external audit firm of 19-20 Includes single audit of financial aid and the CARES funds. (07/20/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Data is reviewed to see where improvements might be made. Audit results play a key role in obtaining future funding When errors occur the review includes what caused the error and what steps can be taken so that error does not repeat. **What did you learn about your unit through this assessment cycle?:** Compliance is critical - audit results impact funding - audit findings can result in loss of funding. CARES funding single audit.	**Action Plan:** Continue to review processes. Internally audit - discuss identified weakness/errors - how they occurred and what steps can be put in place to keep from repeating. Use of team approach for discussion and revision of processes/procedures/policies to make the best possible decisions (07/20/2021) **Budget/Resource Implications:** Reorganization of human resources to meet compliance standards. Audit findings can result in loss of funding.

Goal: Financial transactions within compliance

Process and monitor financial transactions within compliance parameters
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021, 2021 - 2022
Start Date: 09/01/2017

Means of Assessment	Results	Action Plans
Data Related - Confirmation/receipt of data and/or resources. Confirmation that data meets	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Resources were received. Filings were timely. Clean review by the Dept of Ed no findings.	**Action Plan:** Continue to review procedures and update. Audit internally for compliance. As errors

Admin - Finance Office

Goal: Financial transactions within compliance

Means of Assessment	Results	Action Plans
compliance regulations - data on audit report, reports from outside agencies such as Dept of Ed, IRS, SSA, SUNY, NYS Dept Taxation, OSC, Broome County, etc. Receipt of resources triggered by meeting compliance parameters such as state aid , Federal aid, grant payments, student payments, equipment, supplies and contractual items, etc. Not receiving fines or findings that impact the college finances.	Also clean review by Dept of Defense. An error was discovered by the College internal audit last year regarding FICA/Med taxes - immediate action was taken to resolve the error with the IRS and SSA. The corrective actions have resulted in notices received this year which are in the resolution stage and the College anticipates no fines/penalties. (07/20/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to review for accuracy, compliance with regulations, reports from outside agencies. Continue to develop exception reports. **What did you learn about your unit through this assessment cycle?:** Importance of written procedures that are updated. Changes in personnel or systems can lead to errors.	occur discussions will be held with the teams to develop processes/reports, etc to ensure the error does not repeat. (07/20/2021) **Budget/Resource Implications:** Job responsibilities to review data for compliance

Goal: Accurate financial data

Process information in an accurate/efficient and timely manner - provide accurate financial data to end users
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021, 2021 - 2022
Start Date: 09/01/2017

Means of Assessment	Results	Action Plans
Data Related - Confirmation/receipt of data and/or resources. Feedback from end users such as students, employees, college departments, SUNY, Exec Council, Accreditors, Dept of Ed, IRS, SSA, NYS, Broome County , etc. *** Benchmark:** Did we receive the resources(funding, aid, grant,etc). Financial decision making by end user (student, employee, dept, etc). Was the employee/vendor paid	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Receipt of resources/data. Financial decisions made. Feedback from surveys was limited due to pandemic. Cash flow document revised and provided for BOT review in addition to administration. (07/20/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to perform internal compliance audits. Expand customer surveys to include online Budget/Resource Implications Accuracy drives expanded and continuing funding sources. Expand survey population outreach. Continue to develop internal controls and best practices.	**Action Plan:** Pandemic showed how paper driven we were and resulted in moving/creating virtual environments. In many cases the procedures put in place due to the pandemic have resulted in greater efficiencies and greater outreach to students (Routing form, prom note, residency certificate, time sheets, sharing of data, etc) The pandemic impacted delivery service by the mailroom. Continue to

Admin - Finance Office

Goal: Accurate financial data

Means of Assessment	Results	Action Plans
accurately and on time.	**What did you learn about your unit through this assessment cycle?:** Pandemic created obstacles . Team moved to remote work as able. Needed to figure out how to maintain controls with remote work while processing information in an accurate/efficient and timely manner to end users. Virtual environments with controlled access required. Cross training is critical.	develop and improve upon electronic/virtual capabilities. (07/20/2021)

Admin - Finance: Accounting Area I

Goal: Financial Compliance

Submit the Annual Report to SUNY on or before October 30th to ensure timely receipt of quarterly state aid funding.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/01/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Submission of report to SUNY *** Benchmark:** Deadline October 30th	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The Annual Report was submitted to SUNY for the 2019-2020 Academic Year prior to the October 31, 2020 deadline. (07/14/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue our regular review of financial transactions and reconciliation throughout the academic year to ensure timely reporting of accurate financial information. **What did you learn about your unit through this assessment cycle?:** The existing processes are strong/sound.	**Action Plan:** While the established processes are sound, we will continually review/assess and take appropriate action to improve. (07/14/2021)

Goal: Finance Monthly Processing

Strive to provide a seamless flow of information and funding by working effectively as a team to prepare and process billings, payments and reconciliations in a timely fashion.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021

Admin - Finance: Accounting Area I

Goal: Finance Monthly Processing

Start Date: 09/01/2020

Means of Assessment	Results	Action Plans
Audit Reports - Receipt and review of daily. weekly, monthly reports/reconciliations *** Benchmark:** Submission of reports/reconciliations to Assistant Controller by week/month/quarter end	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met billings, payments and reconciliations are completed in a timely fashion. This information assists us with the timely completion of our Annual Report while ensuring that we have accurately recorded financial transactions. (07/14/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue to refine the reporting process, adjusting frequency of the report/reconciliation as identified. **What did you learn about your unit through this assessment cycle?:** We have a strong foundation to build from.	**Action Plan:** We will continue to further develop timelines of submission and review by the Assistant Controller (07/14/2021)

Goal: 2020-2021 Financial Reporting Cashflow

To ensure proactive communication to stakeholders regarding financial position, further develop cashflow reporting of YTD and current month position and a Fiscal Year projection.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/01/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Submission of revised report to AVP & Controller *** Benchmark:** Development of revised report	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Revised report was developed and implemented. (07/14/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continuous review and revision as needed. **What did you learn about your unit through this assessment cycle?:** We have a sound process and will continue to use that as our foundation as we revise/improve.	**Action Plan:** We will continue to complete and review the developed report for revision/improvement in addition to continuous cross-training and support for the staff members charged with this task. (07/14/2021)

Goal: Financial Tax Compliance

Financial Tax Compliance by submitting quarterly reporting documents

Admin - Finance: Accounting Area I

Goal: Financial Tax Compliance

Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 09/01/2017

Means of Assessment	Results	Action Plans
Institutional Reports - Filling of quarterly tax reports showing all federal and state taxes were deposited in a timely manner *** Benchmark:** We will follow our accounting payroll checklist and if any error is made we will review and update our process to keep that error form happening again	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We filed all Federal and State quarterly tax reports correctly, along with timely tax deposits (07/22/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue to utilize our payroll checklist and cross train staff. **What did you learn about your unit through this assessment cycle?:** Finance and Payroll staff continue to work well together and there was a smooth transition of duties prompted by changes in staffing.	**Action Plan:** We will continue to cross-train, following our accounting payroll checklist, with review and modification as needed. (07/22/2021) **Budget/Resource Implications:** We have sufficient staff to meet this goal.

Admin - Finance: Accounts Payable

Goal: A/P Goal 2020-2021

Process & monitor financial transactions in an accurate & timely manner within compliance parameters.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/01/2020

Means of Assessment	Results	Action Plans
Audit Reports - 1099-MISC forms are issued to vendors & the IRS by the IRS deadline and confirmation received by IRS without exception. *** Benchmark:** Receive confirmation from IRS that file was received with no exceptions.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met forms issued to vendors and IRS file transmitted by the deadline. Confirmation rec'd. (03/18/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue to cross train new staff and stay current with changes to 1099 reporting in order to file accurately and on time. **What did you learn about your unit through this assessment cycle?:** The Banner delivered report for this process is limited in the information that it provides. Reviewing Ellucian	**Action Plan:** We will continue to cross train new staff and stay abreast of the changes in 1099 reporting in order to file accurately and on time. We will work with IT to generate more robust reports. (07/22/2021) **Budget/Resource Implications:** We believe we have sufficient staff to

Admin - Finance: Accounts Payable

Goal: A/P Goal 2020-2021

Means of Assessment	Results	Action Plans
	Communities and working with IT to enhance reporting in an effort to improve the process.	meet this goal.

Admin - Finance: Capital/Plant Accounting & Compliance

Goal: Capital processes and controls

To verify that capital processes are functioning as intended and appropriate internal controls are in place
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 02/08/2021

Means of Assessment	Results	Action Plans
Policies/Procedures - Every step of the capital project process is documented in a written procedure *** Benchmark:** All written procedures are reviewed and approved by the Controller	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Written procedures have been developed to document the process for obtaining capital funding for construction and equipment purchases. These procedures are supplemented by flowcharts that show how the various procedures relate to one another. The written procedures have been reviewed and approved by the Controller. (07/29/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The written procedures will be reviewed at least annually to make sure they are still accurate and to identify potential process improvements. **What did you learn about your unit through this assessment cycle?:** We had to adjust to some personnel changes and in the process learned more about steps in the capital process that were previously handled by another department. We also had to educate new personnel who had not been involved in the capital process about how the process works and that certain steps have to be followed, which often delays the purchasing process. Everyone has learned to plan ahead to take into account the longer timeframe involved with the capital process. We were also able to eliminate some redundant steps to streamline the process. **Related Documents:** Bid Process flowchart 09.08.20.pdf Capital Project Funding flowchart 04.10.20.pdf	**Action Plan:** Written procedures will be reviewed at least annually to assess accuracy and identify potential process improvements. Personnel who work with capital projects meet weekly to discuss ongoing projects and issues (this is already occurring). (07/29/2021)

Admin - Finance: Capital/Plant Accounting & Compliance

Goal: Capital processes and controls

Means of Assessment	Results	Action Plans
	Captial Project Initiation flowchart 04.10.20.pdf Contract Process flowchart 09.08.20.pdf Payment Process 04.26.21.pdf Public Works flowchart 08.25.20.pdf CAP-0001 Broome County Capital Request 07.27.21.pdf CAP-0002 SUNY Capital Request 07.27.21.pdf CAP-0003 CPFIAR 07.28.21.pdf CAP-0004 Bid Opening 07.30.19.pdf CAP-0005 Obtaining Contract for Capital Project 09.24.20.pdf CAP-0006 Capital Voucher Process 06.23.21.pdf CAP-0007 Open Encumbrance Report 01.06.21.pdf CAP-0008 Public Works Contract 07.28.21.pdf	

Admin - Finance: Payroll Area

Goal: Pay employees accurately

Pay employees accurately in accordance with contracts, including rate of pay, contractual payments and monitoring load and class size
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021
Start Date: 09/01/2017

Means of Assessment	Results	Action Plans
Data Related - Audit procedures *** Benchmark:** 100%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Of the total employees paid, the numbers of errors was less than .1%. (06/21/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** As errors occur, it is determined how and why the error occurred. We work together in Payroll and with other offices to created and strengthen polices and procedures to keep that type of	**Action Plan:** Continue to monitor errors made and come up with solutions to prevent them from happening again. Continue with documentation and procedure development. (07/07/2021)

Admin - Finance: Payroll Area

Goal: Pay employees accurately

Means of Assessment	Results	Action Plans
	error form happening again. **What did you learn about your unit through this assessment cycle?:** Policies and procedures should be reviewed and modified as needed.	

Goal: Accurate Reporting of Leave Accruals

Ensure accurate posting of leave accruals and usage as well as compensated absences financial reporting
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/01/2020

Means of Assessment	Results	Action Plans
Data Related - Tracking and auditing of leave accrual balances * **Benchmark:** 100% accurate	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 100% accurate (06/21/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We double check leave accruals either every pay period or every month, based on the type of employee. **What did you learn about your unit through this assessment cycle?:** The process that we have developed to reconcile the leave accruals works well.	**Action Plan:** Continue with reconciling the leave balances. (07/07/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

To provide sustained open access to diverse and innovative educational experiences and transformative student support, the institution commits to responsible acquisition and stewardship of resources.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
Data Related - Ensure financial viability of the college through implementation and maintenance of financial processes and efficient functioning of finance offices. • Develop a user friendly analytic, assessment and financial trend data reports (student enrollment, tally & FTE's, section management, contractual services, payroll, staff FTE's, SUNY annual report, SUNY peer rankings, etc.) to stakeholders and decision-makers. *** Benchmark:** Financial trend data reports are developed and provided to stakeholders.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budget office has continued to provide weekly data updates to academic leadership on FTE trends, student enrollment trends, course tally trends and section management. Some standardized templates that were created were the Course Tally Summary. An internal template was created to provide more efficient course tally reports to leadership in a timely fashion. For example, it now takes copying and pasting 2 different raw data sources into the Course Tally Template, which then computes course tally information by College, Division, and Department. Accessible location for leadership to access data is somewhat a combined effort with the Institutional Effectiveness Office in the production of a college Data Book. The Data book is now available on the Institutional Effectiveness home page that is accessible to leadership to make informed decisions on student related data and trends, including enrollment and finance trends. Another source of data that was accessible not only to leadership but to all interested faculty or staff was the production of the Spring Budget Seminars. Two budget seminars were provided to the campus to present how the budget is created, sources of data being used, and what those sources are telling us. Both events were well-attended, and data was provided along with written responses to follow-up questions asked by the audience post presentations. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Budget and Finance Offices will continue to review current processes and through communication with stakeholders, revise data communication as needed. Continued transparency and communication regarding the college's finances will continue to occur at College Assembly and other avenues as appropriate. **What did you learn about your unit through this assessment cycle?:** There are many data sources that enhance the quality of selected data metrics. The selected metrics must be communicated on a consistent basis to ensure their use by Academic and Executive Leadership for effective decision making. Moving forward, data must be part of the equation when considering new initiatives, budget decisions, and the sustainability of the college. **Related Documents:**	**Action Plan:** The budget office will work on providing benchmark data for various initiatives as outlined within the new sustainability plan and provide budgetary impacts and tracking over the next five years. The APS platform will continue to be utilized to explore various ways to standardize reporting of data analytics related to finance and program health and sustainability. (07/30/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 3: Fiscal, Program Development and Infrastructure Sustainability

Means of Assessment	*Results*	*Action Plans*
	Budget Fundamentals Supplemental Documents.pdf	
Data Related - Ensure financial viability of the college through implementation and maintenance of financial processes and efficient functioning of finance offices. • Maintain highest financial strength score and rating (i.e. green) by SUNY Comptroller's Office. *** Benchmark:** Highest financial strength score and rating by SUNY is achieved and maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Filing of all federal and state quarterly tax reports was completed correctly and in a timely manner. The Annual Report was submitted to SUNY for the 2019-2020 Academic Year prior to the October 31, 2020 deadline. The college has obtained the highest financial strength score and rating by SUNY and has maintained this over the last two years. There were no findings or material weaknesses on the annual audit by an external audit firm for the 19-20 fiscal year. This includes a single audit of financial aid and CARES funds. A Department of Education review was completed with no findings. An error discovered during the college's internal audit last year regarding FICA/Med taxes resulted in immediate steps taken to resolve the issue with the IRS and SSA; these corrective actions have resulted in notices which are in the resolution stage. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The payroll checklist will continue to be utilized to ensure proper and timely filing of federal and state tax reports. Cross-training of staff will ensure continued efficiency. Regular review of financial transactions and reconciliation throughout the academic year will continue to ensure timely reporting of accurate financial information. The college will continue to monitor its finances and make adjustments within the budget as needed in order to maintain financial viability and a balanced budget. **What did you learn about your unit through this assessment cycle?:** Finance and Payroll staff continue to work well together and there was a smooth transition of duties prompted by changes in staffing. Existing finance processes are sound. Changes in staffing can result in errors and it is important to continuously review processes, and both internal and external audits. Despite declines in enrollment and challenges posed by COVID, the college continue to operate within a balanced budget.	**Action Plan:** Regular review of financial transactions and reconciliation throughout the academic year will continue to ensure timely reporting of accurate financial information. (07/30/2021)

Admin - Office of the Vice President for Student Affairs

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Inculcate a culture of organizational stewardship through fiscally responsible practices, seeking of external resources and support, and the recruitment, retention, and professional development of talented staff.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Re-engineer the Division departments programs and services, inclusive of the creation of a Wellness Department. Redesign the Division, addressing vacancies or reporting structures. *** Benchmark:** Create a Wellness Department	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Reassignment of Health Services to Campus Life. Reassignment of EOP to the Division from Academic Affairs. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to help the team understand the big picture and why the big picture is important to the success of the students. **What did you learn about your unit through this assessment cycle?:** The key to successful transitioning is ensuring those impacted feel they are valued even if their recommendations/feedback are not as positive as one would like.	**Action Plan:** *Continue to move toward the creation of a Wellness Center that focuses on the physical and mental wellness of students. *Reassign the space for Counseling program to be closer to the Health Services Department (06/04/2021)
Data Related - Continue to seek external funding sources or partnerships to support Division programs and services and be able to show evidence of external funding and partnership opportunities. *** Benchmark:** Secure external funding to support at least one Division program/service.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The EOP program utilizes external and College funds for its program. No other external funds were received. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** There are opportunities for partnerships that go beyond money. In-kind services will be sought as well. **What did you learn about your unit through this assessment cycle?:** In order to support division programs and services, one must be creative and willing to go for the "ask." People are more than willing to support the needs of students when asked.	**Action Plan:** *Continue to refine the EOP program to maximize its resources for student success. *Seek External funds to support programs like the mentoring opportunity with local high schools. (06/04/2021)
Program/Project Development - Create an enrollment management plan for housing, designed to enhance the sustainability of the program. *** Benchmark:** Meet enrollment management objectives for Student	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Graduate Intern created and enrollment management plan focused on the pre-enrollment phase of prospective housing students. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will work with the director of housing in the review of the plan and determine what aspects will be beneficial to the program	**Action Plan:** *Review the enrollment management plan for the Housing program in collaboration with the Director of Housing *Continue to collaborate with Binghamton University on the use

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
Village: 240 students in Fall, 200 in Spring.	**What did you learn about your unit through this assessment cycle?:** Critical to the sustainability of the program and institutional enrollment, that there be a strategic plan in place and executed that focuses on the recruitment and retention of students.	of graduate students to assist with enrollment management strategies for residents *Review and determine opportunities to implement the Sankofa project for prospective residents (07/26/2021)
Data Related - Renegotiate and renew auxiliary service contracts. *** Benchmark:** Evidence that food services, transportation, health services, and bookstore contracts have been reviewed, renegotiated, and renewed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Contracts are in good standing with the exception of Food Services. (06/04/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** Continued discussions with American Food and Vending **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to work to have a collegial relationship with the auxiliary programs **What did you learn about your unit through this assessment cycle?:** The support of the college is required particularly when negotiations are contentious. Keeping the college in the loop even with auxiliary programs is critical.	**Action Plan:** FSA Auxiliary contracts will be transitioned to Administration & Finance Division. Student Affairs will serve as the liaison in partnership with contractors on behalf of students. (06/04/2021)
Audit Reports - Ensure all departments remain within budget. *** Benchmark:** Check all department budgets quarterly in order to ensure all departments stay within their budget for the fiscal year.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The budgets dependent upon the revenue based upon enrollment were re-adjusted, because of enrollment and revenue declines. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continuous monitoring is imperative **What did you learn about your unit through this assessment cycle?:** There are programs and services that can be facilitated with little or no funding. It is also imperative to ensure departments are aware of the status of the budget and team leaders must remain vigilant about staying within budget. Not spending and asking for forgiveness after the funds are spent.	**Action Plan:** Continue the practice of monitoring and adjusting budgets as required. (06/04/2021)
Supervisor Evaluation - Ensure all area policies and procedures are up to date.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met All policies, procedures and manuals are considered up to date. (06/04/2021)	**Action Plan:** Continue the practice of annual policy, procedure, and manual review. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Fiscal Responsibility 2020-2021

Means of Assessment	Results	Action Plans
* Benchmark: All departments will have updated operation manuals, policies and procedures.	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to remind team leaders about the importance of updating all manuals **What did you learn about your unit through this assessment cycle?:** Nothing was really learned about this goal. It is simply a must do for all areas in an effort to maintain the infrastructure.	

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Assist the College to practice fiscal responsibility and sustainability by maintaining a consistent overall level of grant-funded/external financial support.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Monitor budget changes in formula allocations (i.e Perkins, EOP). Compare amount of reductions, if any, to amount of revenue realized from new sources. *** Benchmark:** New sources of grant revenue will will offset any reductions in formula allocations and other funding sources. A consistent overall level of grant-funded support will be maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1) Three renewal formula allocation grant amounts increased by 5% from prior year ($659,313 vs. $627,270). 2) 26 new grant proposals were developed, totaling more than $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending award notification. (Two totaling over $20,000 were denied.) Special note: Formula-allocated federal awards comprised 97% of new grant revenue (5 of the 26 new grant awards totaling $24,158,126). 3) Established 29 additional grant/contract awards, totaling $593,311 received from FSA, BCC Foundation, SUNY, NYSED, ESD, and Broome County DSS. 4) As of 6/04/21, was providing grants management (i.e., budgetary, reporting, compliance) oversight to 85 grant-funded projects totaling $18,916,623 (vs. 102 grant accounts totaling $15,782,345 for the prior year, same period). This equals a 19.85% increase in grant revenue from prior year. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is highly unlikely that revenue-generating goals can be maintained at current levels without	**Action Plan:** Compile 2019-2020 and 2020-219 outcomes in comparison format and present to the Grants Planning Team, Sept 2021. Discuss significant changes, and solicit feedback on new and/or modifications to existing ways to continue to meeting goals will be solicited. (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	either (1) the restoration of the Sponsored Programs director position in a paid non-leave capacity, or (2) redistribution of SPO duties to existing positions with the employees taking on those duties being promoted and additionally compensated to do so. **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director has been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals. **Related Documents:** Grant Information Report_run date 6-05-2020.pdf Grant Information Report_run date 6-04-2021.pdf	

Strategic Goal 4: Student Support & Success

20-21 Accomplishments

SUNY Broome Community College 2017 - 2022 Strategic Goals and Objectives

Vision: Learning today, transforming tomorrow.

Mission: SUNY Broome Community College supports all members of the learning community by creating access to inclusive, diverse educational experiences. Success is achieved through the provision of innovative academics, transformative student support, and meaningful civic & community engagement.

We realize our mission by fostering an environment that exemplifies the college's institutional goals to the highest quality.

Strategic Goal 4:

STUDENT SUPPORT AND SUCCESS: Foster student growth and success by providing transformative academic and student supports, comprehensive resources, and an enriching climate that contributes to the attainment of individuals' goals and achievements from initial inquiry through graduation and beyond.
Goal 4 Enhance accessibility and use of support services to help students obtain their academic and personal goals.

Student Support and Success - Strategic Objective 1 - Develop enrollment and recruitment strategies that align with identified best practices for student success

Admin - Academic Advising

Goal: Collaborate with key campus offices

Collaborate with Academic Department and Student Support Services to strengthen the advising and registration process.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/01/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Special Advising and Registration events will be developed in collaboration with academic departments and student support services will be including: - Program Special Population Days -Special enrollment/registration events -Classroom and/or campus-wide presentations/workshops -Integration within Department meetings and/or collaboration with Department Chairs *** Benchmark:** The above events will	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Advisors met with each academic chair of the program(s) that they serve. Roles and responsibilities were developed and reviewed. Chairs also provided program updates. Special Population Days for 2020-2021 Academic Year included- Communications and Media Studies, Human Services, Sports Studies, Education- EC and LAGS, Criminal Justice, and Health Studies. Advisors will continue to work with academic chairs to determine how to serve their students best whether it be through targeted outreach, advising/registration days, etc. Health Studies advisors partnered with Admissions for an advising event focused on students who are interested in the Competitive Admissions process, but who are not ready to apply this academic year. Students met with Admissions first and then with their assigned advisors. (07/01/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Advisors will continue to meet with academic chairs and key campus offices to determine how	**Action Plan:** Advisors will continue to collaborate with academic chairs and key offices on campus. Tracking attendance for events will be important to determine student interest. (07/01/2021)

Admin - Academic Advising

Goal: Collaborate with key campus offices

Means of Assessment	Results	Action Plans
be implemented. Attendance and registration numbers will be collected and analyzed and used as a baseline for next year.	to serve students best. Continue to develop and offer special population days and collaborate with enrollment offices to offer advising and registration events. **What did you learn about your unit through this assessment cycle?:** Advisors and academic chairs have the same goal to help and serve our student and prepare them for their next step. Combining our efforts will allow us to focus on our expertise and provide holistic student support.	

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 4 Student Support & Success: 4.   Increase the program offerings on a flex schedule calendar by developing 50% of our programs in a 7/1/7 schedule prepared for fall 2021.

o   BPS Chairs will explore the viability of the 7/1/7 schedule option for some programs.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Chairs will discuss with the Dean the feasibility of implementing the program and any associated departmental concerns. *** Benchmark:** 10%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT developed a proposal for the Web Development and Management Certificate to be offered in a 7/1/7 format (will be offered Fall '21) • Hospitality Programs has not yet determined the feasibility of such offerings • The Business Programs department along with SUNY New Paltz's Business Department has filed a SUNY Online application to offer a totally online 2+2+1 AS/BS/MBA program. As part of that application, SUNY Online may require a 7 week term, so the Business Programs department will begin working in earnest on developing 7 week schedules as soon as they hear back from SUNY Online. • The Business Department explored offering 7 week schedules.	

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 4 Student Support & Success: 4.   **Increase the program offerings on a flex schedule calendar by developing 50% of our programs in a 7/1/7 schedule prepared for fall 2021.**

Means of Assessment	Results	Action Plans
	• CJES discussed the 7/1/7 schedule and decided to offer two courses in a 7 week format Fall '21. However, with the program revisions, CJES decided not to implement this for a program at this time. They will continue to determine the practicality of this for their student population since it has to be done for an entire program. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The success of the 7/1/7 semester will be evaluated at the end each semester during the 2021/2022 academic year. **What did you learn about your unit through this assessment cycle?:** There is some willingness by chairs to consider this mode of course delivery after they evaluate the success of courses following this model.	

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 4. Student Support & Success

Foster student growth and success by providing transformative academic student supports, comprehensive resources, and an enriching climate that contributes to the attainment of individuals' goals and achievements from initial inquiry through graduation and beyond.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Redesign Academic Advising and coordinate these services with academic coaching and faculty mentorship. *** Benchmark:** Academic advising	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed. Implementation for Fall '21. (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Implementation for Fall 2021 (06/08/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 4. Student Support & Success

Means of Assessment	Results	Action Plans
redesigned by 2/21.		

Admin - Registrar's Office

Goal: Develop 7 Week Terms for Scheduling Course Sections

Develop 7 Week Terms for the next 3 year academic year calendar. Devise start dates and end dates, and meeting times, for fall, 2021 through summer 2024. Set up all date ranges for processing classes and date ranges for processing student records. Strive for at least one different program of study to implement the 7 week term for each academic year.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 10/01/2020

Means of Assessment	Results	Action Plans
Policies/Procedures - Monitor college calendar dates that have been approved through shared governance. Prior to sending out scheduling instructions regarding fall and spring semesters, calculate start and end dates for 7 week terms. Also calculate start and stop times for different scheduling scenarios to be sure that these classes are abiding by our credit hour policy. This will be monitored by verifying 7 week term set up in Banner. Run course tallies and review them for 7 week class offerings. If we see there are 7 week course offerings on our	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Devised 7 week semesters starting with fall 2021 through summer 2024. Drafted a document listing these semesters. This document was presented to the the Council for Academic Issues (CAI). After CAI approved these semesters, they were incorporated into our college calendar that was eventually approved via shared governance. Coding for these 7 week "parts of term" were also devised and approved by the Banner Core team. Once these codes were established, they were entered into Banner so the academic departments could use them when devising their class schedules. The first semester of implementing these 7 week semesters pertain to fall 2021. Another document was devised that listed the start and end times of 7 week classes. This document was developed for the purpose of allowing departments to enter 7 week classes when they planned the 2021 fall schedule. The document was also devised for the purpose of displaying class times for these classes so we are compliant with our credit hour policy. This document was included in the scheduling instructions that were sent to the academic	**Action Plan:** Course tallies for spring, summer and fall will be generated and monitored for the purpose of reviewing the number of 7 week classes. Departments will be encouraged to offer 7 week classes. Calendars consisting of 7 week start and end dates will also be distributed to the academic departments when the class schedule is being planned for spring, summer and fall semesters. The start and stop times for 7 week classes will also be included in the scheduling instructions that are sent to the academic departments

Admin - Registrar's Office

Goal: Develop 7 Week Terms for Scheduling Course Sections

Means of Assessment	Results	Action Plans
schedule that pertain to specific programs of study, we will be meeting our goal. *** Benchmark:** Starting with fall 2021, have at least one academic department offer a 7 week class schedule for their program of study. Verify classes that are being offered in the 7 week term pertain to a specific program of study. Continue this process of monitoring 7 week classes and the program of study they pertain to every academic year. Keep track of the number of programs that are utilizing the 7 week term. **Resource Requests:** Approval from our Banner Core Team to set up coding for 7 week terms. Train academic department secretaries for entering this coding.	departments when we began the planning process of posting fall 2021 classes onto the master course schedule. We are offering a total of 25 different 7 week term classes during our 2021 fall semester. Some of these classes pertain to the program requirements for the following programs: Business Information Technology, Emergency Medical Technology/Paramedic, and Environmental Science. (07/08/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to include the 7 week semesters in the scheduling instructions for every major semester offered, spring, summer and fall. Continue to monitor the "parts of term" that pertain to 7 week semesters (F7W for first 7 weeks and L7W for last 7 weeks). Continue to include the 7 week semester offerings in the scheduling instructions, that are sent to the academic departments, when planning the class schedule for each semester. **What did you learn about your unit through this assessment cycle?:** Some of the academic departments did not seem to understand the potential benefits of offering 7 week classes for our students. For our 2021 fall semester, a total of 25 classes are being offered in the 7 week term. On a positive note, these classes pertain to some of the degree requirements for 3 different programs. **Related Documents:** calendar with 7 week terms approved fall 2021 through summer 2024.pdf academic calendar fall 2021 with 7 week terms.docx fall schedule times 2021.doc tally fall 2021 07092021 7 week classes.xlsx	when they are planning their class schedules. (07/09/2021) **Budget/Resource Implications:** N.A. Since I already devised the appropriate documentation used for scheduling purposes, there is no need for additional support. In addition to the other scheduling documentation that I send to the academic departments, I will include these documents with the other scheduling instructions.

Admin - SEO- Admissions Office

Goal: Goal 2: Implement Applicant Communications in SLATE-Aligns with the Academic Affairs Strategic Goal 4.2

Implement all initial applicant communications through the SLATE CRM system including enrollment steps and program specific campaigns.

Admin - SEO- Admissions Office

Goal: Goal 2: Implement Applicant Communications in SLATE-Aligns with the Academic Affairs Strategic Goal 4.2

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 05/01/2020
Inactive Date: 09/14/2022

Means of Assessment	Results	Action Plans
Data Related - Track total number of Applicant Communications being sent via SLATE *** Benchmark:** 80% of all application responses/communications conducted via slate from Dec 15 - June 30. Program campaign are developed and implemented in SLATE. **Resource Requests:** Funds for SLATE trainings, innovation camps, and seminars. Ability to take out time out of day to day responsibilities to train staff on the deliver campaigns and communication system via SLATE.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The Office of Admissions implemented all initial enrollment communications in SLATE. Application and acceptance triggers are resulting in automated messages to inquiries and applicants using the official SUNY Broome portal on the website. Program campaigns are being developed and implemented between July 2021-September 2021 in the form of department chair "Welcome letters" and "More information about X program attached below" campaigns. (07/08/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue cross-training staff on campus (academic advising is the main priority for the 2021-2022 calendar year) and empowering departments to submit communications and campaigns they'd like to implement for their programs. **What did you learn about your unit through this assessment cycle?:** The Office of Admissions worked with our SLATE consultant and other Community Colleges on timestamping campaigns and creating meaningful communications for our students.	**Action Plan:** For next year, we will implement SLATE texting and campaigns about SUNY Broome's campus life, athletics, housing, and things to do in the area. (07/08/2021) **Budget/Resource Implications:** A PT Staff Assistant Dedicated to SLATE implementation, form maintenance, creation of triggers/codes, and Deliver communications Resources for training and seminars Funds for travel to SLATE conferences Time to take from everyday tasks

Goal: Goal 3: Develop recruiting model, and a complete enrollment interface, for 7 week programs

(MarCom/Admissions, co-owned goal) Work with participating programs to develop special enrollment communications, web checklists and other materials to facilitate enrollment in 7 week programs. Define target audiences and work with MarCom to develop micro-sites. Create at least one clear path from inquiry to registration for a student seeking enrollment in a 7 week program. These new elements may require additional triggers in the application and considerations at other key milestones.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 02/19/2021
Inactive Date: 04/29/2022

Admin - SEO- Admissions Office

Goal: Goal 3: Develop recruiting model, and a complete enrollment interface, for 7 week programs

Means of Assessment	Results	Action Plans
Program/Project Development - The new application interface is completed by the new recruitment cycle and tested in STUT, BannerCore, Banner Student Processing, SLATECore, and Marketing Website development and design. *** Benchmark:** Program specific communications, checklists, and printed materials developed to highlight the 7 week programs. Micro-sites are developed and ready for publication. Application type is developed in the SLATE CRM system differentiating the 7 week program applicants with integration into the Banner Student Processing System (IT collaboration) and Constituo file clean up for incoming student data. Coding for brand new student type done by IT. **Resource Requests:** Funds for developing marketing materials and staff hour allotments to create a brand new interface for this enrollment type.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The Marketing Office along with Admissions developed an inquiry form to collect interest in the 7 week program on our website. Content has been placed and highlighted in social media, billboards, and SLATE communications are in the process of being developed and tested for the next enrollment cycle. The application type was left "as-is" as the 7 week programs are not new program specific offerings at SUNY Broome. It is up to the department chair to communicate and enroll students in the format desired. (07/19/2021) **What did you learn about your unit through this assessment cycle?:** Funds are needed for quick marketing materials development.	**Action Plan:** We will continue developing 7-1-7 course offering campaigns and SLATE communications to better support our SUNY Broome community. Additionally, Admissions will promote these course formats in our Admissions presentations and materials. (07/27/2021)

Admin - STEM Division

Admin - STEM Division

Goal: Goal 3 : Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs

Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 08/26/2019

Means of Assessment	Results	Action Plans
Program/Project Development - STEM Pathway Curriculum Worksheets Developed for HighSchools *** Benchmark:** Pathways Worksheets Developed **Resource Requests:** FF Coordinator; Assistant to the Dean; MarCom Support	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met STEM Degree program pathway worksheets were completed for every STEM degree program; Draft forms created and reviewed by Counselors; Involvement from Career Center, MarCom and FF Coordinator to support the effort (05/18/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** FF Coordinator will maintain currency of worksheets along with annual review of the worksheets by the STEM Division Chairpersons **What did you learn about your unit through this assessment cycle?:** Some of our programs needed clarification on courses expectations; We identified an opportunity for more consistent messaging about each program; project allowed us to clarify course sequencing within programs.	**Action Plan:** Support training for HighSchool Counselors on how to use the worksheets in conjunction with the newly created STEM Viewbook (05/18/2021) **Budget/Resource Implications:** MarCom and FF program will need to monitor use of the materials and use their budget resources for print materials etc. if needed. These can be a resource for Admissions events and HighSchool Couselors **Follow-Up:** Pathways program forms completed; awaiting additional information input for contacts etc to be added by FF Coordinator along with cleaning up the docs so they are aesthetically templated/branded similiarly. (08/03/2021)

Student Support and Success - Strategic Objective 2 - Align student support with strategies developed through the Achieving Success process

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 4 Student Support & Success: •Defined processes for continuing student registration.

o   BPS faculty will work with the Academic Advising Office to host special population advising days for continuing student advisement and registration. The BPS Staff Associate will work with a caseload of students who are returning on an Academic Plan after dismissal.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Department Chairs will report events to the Division Council. *** Benchmark:** 33%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT full time faculty advised students remotely due to COVID 19. • BIT faculty have an assigned advising group of returning students. New students are initially contacted by the advising office and then sent to the BIT Chair to get a full schedule worked out. BIT faculty have offered at least 1 zoom and greet open question session per semester for students to ask questions about programs and schedules. • CJES assigned caseloads to full time faculty advisors and CJES academic advisor, Sharlah. CJES held multiple specialized CJES group virtual advising days both semesters, in addition to one-on-one virtual appointments. The CJES chair, Kerry Weber met with Sharlah biweekly in Zoom, and with CJES faculty advisors bi-weekly, in addition to ongoing communication via email, to ensure outreach continued for all CJES students. In Spring '21, CJES implemented PINs for all new/incoming Fall '21 students. • Hospitality Programs faculty advise their own students. • As part of Fall 2020 advising effort, the Business Programs department emailed individualized registration checklists for Spring 2021 to every current business student. The department also followed up with phone calls to every student. The efforts were completed by 11/20/2020. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The BPS division chairs will work closely with the advising department to ensure that students' needs are being met. **What did you learn about your unit through this assessment cycle?:** Academic advising is readily available to students through the academic advising department and individual BPS departments.	

Admin - Health Sciences Division

Admin - Health Sciences Division

Goal: 4: Provide dynamic educational experiences to students and invest in professional development for faculty and staff.

Provide dynamic educational experiences to students and invest in professional development for faculty and staff.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Review, update, and add new affiliation agreements as needed. *** Benchmark:** Affiliation agreements reviewed, updated and added as needed. **Resource Requests:** Chairperson time to review agreements and update. Secretarial or other additional support resources to maintain database.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Agreements reviewed and updated. (08/09/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Provide tracking resources and support for review of agreements in need of updating. **What did you learn about your unit through this assessment cycle?:** Tracking of affiliation agreements requires support from multiple departments and legal review which can be time consuming. **Related Documents:** Affliliation report - 2021 August 9.xlsx	**Action Plan:** Evaluate current resources assigned to tracking and updating affiliation agreements. (08/09/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Student Support & Success 2020-2021

Advance the notion of students first through intentional and strategically designed experiences within the division.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Provide opportunities for professional development as it relates to student success for Division members and Student Affairs professionals with the college. *** Benchmark:** Offer (2) professional	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Division members were strongly encouraged to participate in the community college-student affairs professional development series: What Can Student Affairs Learn From Corporate America? Trauma Informed Care Beyond Title IX; Student Development Theory Into Practice; High Impact Practices. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Similar to opportunities for the college community, because team members are frontline in	**Action Plan:** Continue to focus on the professional development opportunities for staff. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Student Support & Success 2020-2021

Means of Assessment	Results	Action Plans
development opportunities to division members and professionals.	support of students, it is imperative they have an arsenal of tools in order to carry out their mission. **What did you learn about your unit through this assessment cycle?:** During COVID there were a lot of reasonable cost programs, including free ones, in which the staff could participate. Will continue to seek such opportunities.	
Survey Related - Provide opportunities for student engagement designed to elicit knowledge and understanding of variables that impact student success. *** Benchmark:** Provide at least one opportunity for student engagement, directly acknowledging the variables that impact student success.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met VP Eats, a program where the VPSAS cooks a meal for a residential suite and engages with the students about their lives and life at Broome. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Students really enjoy VP Eats; that program will continue. Information will continue to be collected regarding their concerns about Broome and college in general. **What did you learn about your unit through this assessment cycle?:** Even with the college being remote, VP Eats...making the connection and being able to talk and express feelings is important to students and should definitely be continued.	**Action Plan:** Continue the VP Eats Program to gain insight into student lives. (06/04/2021)

Admin - STEM Division

Goal: Goal 4: Provide dynamic educational experiences to students and invest in professional development for faculty and staff.

Provide dynamic educational experiences to students and invest in professional development for faculty and staff.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Identify and develop program offering(s) on a 7/1/7 flex schedule *** Benchmark:** One program is identified and developed for Flex 7-1-7 Schedule Offering **Resource Requests:** Support of 7	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met One progam identified: Environmental Science AS (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to support faculty in course offerings needed along with other support resources specific to 7-1-7 program needs	**Action Plan:** Review implementation of the 7-1-7 offering; resources used, resources still required; what worked and opportunities for change (08/03/2021)

Admin - STEM Division

Goal: Goal 4: Provide dynamic educational experiences to students and invest in professional development for faculty and staff.

Means of Assessment	Results	Action Plans
week course offerings from other departments for fall 2021 implementations.	**What did you learn about your unit through this assessment cycle?:** Interdepartmental collaboration was essential to developing 7-1-7 schedule offering **Related Documents:** Environmental Science Program 717 plan (1).pdf	**Budget/Resource Implications:** TA support; course section availability to implement 7-1-7 offerings
Develop two Hyflex Course Offerings for Fall 2021 *** Benchmark:** Two Hyflex courses will be scheduled for the Fall 2021 semester. **Resource Requests:** Training and technology resources.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Two Hyflex courses are beign developed for the Fall CHM121Forensic Sciences and MAT264 Linear Algebra (05/18/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continued support for faculty sto develop hyflex as needed and providing the training and equipment necessary for succcess **What did you learn about your unit through this assessment cycle?:** Eductional training and information was an important part of the process	**Action Plan:** Feedback from faculty who will be teaching in this modality for Fall 2021; was training helpful; did the faculty member have the resources needed (equipment, training expertise available from IT; did students adapt to the method of delivery easily; what were the challenges---Potentially have the two faculty members present their experience with hyflex to the the STEM Division Opening Day meeting Spring 2022 (05/18/2021) **Budget/Resource Implications:** Availabilty of training for new faculty considering using Hyflex mode of delivery; availability of equipment to imlement **Follow-Up:** Training opportunities provided; multiple faculty teaching in hyflex environment. (08/03/2021)
Pilot and Assess Corequisite Model for Mathematical Literacy II *** Benchmark:** Data-based determination on whether to fully implement the co-requisite model	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Project completed (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:**	**Action Plan:** Contiinue to implement Quantway Co-Requisite model for (non-STEM, technical path) LA students (08/03/2021)

Admin - STEM Division

Goal: Goal 4: Provide dynamic educational experiences to students and invest in professional development for faculty and staff.

Means of Assessment	*Results*	*Action Plans*
for MAT 127. **Resource Requests:** Assistance collecting data on student persistence and success.	Quantway Co-Requisite model for our Liberal Arts students will continue **What did you learn about your unit through this assessment cycle?:** The project complimented the existing pathways curriculum and broadens the impact of successful completion of college math for LA student who have career goals outside of STEM or technical career pathways. **Related Documents:** Broome SSTF College FINAL Report June 15 2021.pdf	**Budget/Resource Implications:** Continued administrative support to offer the co-requiste model.
Gather and analyze data to develop a multiple-measure mathematics placement strategy *** Benchmark:** Formal multiple measures placement strategy for mathematics courses in place.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Project completed (08/03/2021) **What did you learn about your unit through this assessment cycle?:** Overall higher level of success for students placed using new placement guidelines compared to old; collaboration across multiple departments including IE, advisement, administration and faculty--each area of expertise contributing to the success of the project. **Related Documents:** Broome SSTF College FINAL Report June 15 2021.pdf	**Action Plan:** Continue to work with advisors on multiple measures model developed; continue to offer Quantway co-requisite model. (08/03/2021)

Student Support and Success - Strategic Objective 3 - Adapt communication strategies to effectively engage and inform students

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 4 Student Support & Success: • Define campus-wide retention efforts for targeted populations, based on EAB data (e.g. first-time traditional, continuing, working adult, URM).

o   BPS faculty will continuously utilize Starfish to ensure students are connected to the appropriate resources for student success, and are informed of academic progress within their courses.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - The Dean will review Starfish reports of faculty involvement. *** Benchmark:** 50%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT utilized Starfish in all courses taught by full time faculty and encouraged its use by adjunct faculty. • CJES full time faculty utilized Starfish for all courses, and for advising notes. Adjunct faculty were encouraged to, and utilized Starfish for their courses. Midterm grades were entered in Starfish for all CJES courses. • Hospitality Programs offered all courses in blended modalities, requiring faculty to utilize starfish, provide instructor cell phone numbers for 24/7 text access, and maintained a subject matter specific tutoring position for hospitality courses. - Approximately 75% of the full time faculty and approximately 50% or more of adjunct faculty use this tool (as indicated by the Asst. to the Dean and the Staff Assoc. to the Dean in BPS). (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The utilization of this tool is extremely important and will be used by more and more faculty throughout the next academic year and beyond. **What did you learn about your unit through this assessment cycle?:** The utilization of this tool continues to increase throughout the academic year.	

Goal: 2020-2021 Strategic Goal: 4 Student Support & Success: 3.   Redesign Academic Advising and coordinate these services with academic coaching and faculty mentorship.

o   The BPS Staff Associate and chairs will work closely with the Academic Advisors to ensure they are knowledgeable and updated about all BPS programs.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 4 Student Support & Success: 3.   Redesign Academic Advising and coordinate these services with academic coaching and faculty mentorship.

Means of Assessment	Results	Action Plans
Program/Project Implementation - This will be discussed in the Division Council with the Advising Department representative. *** Benchmark:** 75%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • Lauren Bunnell provided training and information to the Academic Advising Department about BPS programs continually throughout the academic year. • BIT invited Academic Advisors to department meetings. Academic Advisors had several one on one meetings with BIT chair to discuss ongoing registration needs. • CJES chair, Kerry Weber, met bi-weekly with the assigned CJES academic advisor, Sharlah, in addition to ongoing communication via email to Sharlah and Kate (chair of Academic Advising department). • Hospitality Programs faculty advise their students. • Lauren Bunnell, Kerry Weber, and Gian Roma served on the Academic Advising Workgroup; the committee submitted their recommendations to the VPAA Spring '21. • Lauren Bunnell served on the Technology Workgroup, which looked at the use of advising related technology; the committee submitted their recommendations to the VPAA Spring '21. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** BPS chairs and the Staff Associate will continue to provide regular updates, training, and ongoing communication regarding program modifications. **What did you learn about your unit through this assessment cycle?:** Programmatic changes are necessary to reflect the job requirements as students enter the workforce or prepare to transfer. Training regarding these updates are necessary to ensure the accuracy of our advising.	

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 5: Student Support and Success

 Foster student growth and success by providing meaningful opportunities for engagement with student service support systems.
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 5: Student Support and Success

Means of Assessment	Results	Action Plans
Data Related - Track the number and types of meaningful opportunities for student engagement that are provided by all Campus Life areas. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/21 Targets o The efficiency of the student conduct process was improved by the Student Rights & Responsibilities Coordinator taking on a much more active role to expeditiously move student conduct reports through to case creation, and to finalize the development of a student awareness campaign, now that he has successfully completed his first year in this new position. o Marketing of student engagement opportunities occurred within all Campus Life areas via the use of multiple/varied media outlets. o Campus Life staff were be integrally involved in sustaining and growing student service support systems.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The number and types of meaningful opportunities for student engagement that are provided by all Campus Life areas was tracked and benchmarks were met. (Refer to 'Campus Life Events" attachments in the Campus Life Interim and Final Reports) (07/30/2021) **What did you learn about your unit through this assessment cycle?:** Student engagement opportunities can be effective both in-person and virtually if marketed successfully and especially when those opportunities have faculty buy-in and offer students extra credit for participating or incorporating the opportunity as a course assignment. **Related Documents:** [CampusLife AY2020-21 Final Report.pdf](#) [CampusLife Fall 2020 Interim Report (2).pdf](#)	**Action Plan:** Bolster marketing strategies and track which strategies yield the highest attendance numbers. Continue to reach out to faculty to encourage them to offer students extra credit for participating in student engagement opportunities or to incorporate the participation in student engagement opportunities into course assignments. (07/30/2021)
Data Related - Track the persistence rates from Fall to Spring of the following cohorts: Athletes; student leaders: Student Assembly, 5 student orgs and their executive boards; and individual students who received counseling.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The persistence rates from Fall to Spring were tracked for the following cohorts: Athletes; student leaders: Student Assembly, 5 student orgs and their executive boards; and individual students who received counseling. (Refer to "Fall 2020 to Spring 2021 Student Success Data Summary for Targeted Campus Life Student Cohorts") (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Staff	**Action Plan:** Continue to track the persistence rates from Fall to Spring of the following cohorts: Athletes; student leaders: Student Assembly, 5 student orgs and their executive boards; and individual

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 5: Student Support and Success

Means of Assessment	Results	Action Plans
* Benchmark: 2020/21 Targets: o The number of students in each named cohort were reported along with the following data specific to each cohort: (1) The numbers of those eligible to return and the numbers who actually returned. (2) The majors, average grade point average of the cohort and the average number of credit hours students enrolled in the Fall. (3) The average number of credit hours earned in the Fall. (4) The numbers of students on academic probation and dismissal but re-enrolled. o Of the students in each cohort who did not return but were eligible to return, their reasons given for not returning and intervention strategies that were used in the Fall were reported. **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	responsible for providing services to each student cohort will continue to track persistence data in AY 2021-2022. IE staff will be called upon to help ensure we are tracking data efficiently and comparatively. **What did you learn about your unit through this assessment cycle?:** Persistence rates among the special student cohorts who are receiving Campus Life services or engaged in Campus Life programming are higher than the persistence rate of the general overall student body. **Related Documents:** Fall 2020 to Spring 2021 persistence rates of target student cohorts within Campus Life areas.pdf	students who received counseling. Finalize the "Spring 2021 to Fall 2021 Student Success Data Summary for Targeted Campus Life Student Cohorts" when the Fall 2021 semester begins. (07/30/2021)

Admin - LAD Math Lab

Goal: Recruitment

The Math Lab will increase the number of students using the Math Lab (as a percentage of students enrolled in math courses) and the average number of visits students make to the Math Lab during a semester.
Goal Status: Active

Admin - LAD Math Lab

Goal: Recruitment

Planned Assessment Cycle: 2020 - 2021
Start Date: 02/24/2021

Means of Assessment	Results	Action Plans
Data Related - We will compare the proportions of students enrolled in math classes as of the second census date in both Fall 2021 and Spring 2022 compared to Fall 2019 and Spring 2019, respectively, adjusted for enrollment. *** Benchmark:** At least a 5% increase in tutoring hours, visits, and number of students.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We didn't just meet the benchmark. We shattered it. Enrollment in math courses decreased by approximately 30% from fall to spring, but the number of students who visited the Math Lab increased by 17%, the number of visits increased by 21%, and the number of tutoring hours increased by 23%. That's just based on raw numbers. Adjusting for differences in enrollment, usage increased by roughly 70%. (07/07/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We tried several things this semester. The whole LAD conducted a marketing campaign including SMS, e-mail, notes in The Buzz, and physical postcards with QR codes. We haven't assessed this yet, but assuming the Writing Lab and Tutoring Program also saw improvements, we hope to continue this campaign in the future. However, we need to create custom URLs for every part of the campaign to see which modes of communication work the best. The Math Lab itself sent all students enrolled in math courses weekly notices which generally included a reminder that the Math Lab exists, instructions on how to find it, a picture and profile of one of our tutors, and a short essay on something interesting (we hope) and math-related. This appears to have kept the Math Lab in students' heads, since several students wrote back saying that they enjoyed the messages. Additionally, the Math Lab normally calls students who have been flagged by their instructors on Starfish, and normally about half of them have never heard of the Math Lab. In fact, in the fall approximately 5% thought the Math Lab was in fact Pearson's MyMathLab homework website! This semester, nearly every student had heard of the Math Lab and none confused it with MyMathLab. Many students mentioned having at least seen the weekly messages. While writing these messages every week is a lot of work, we intend to continue this in the future. **What did you learn about your unit through this assessment cycle?:** Despite our best efforts and the efforts of many math instructors, a lot of students don't know we exist, and we aren't salient for many of those who technically know we exist.	**Action Plan:** We need to assess the LAD's marketing campaign, and use custom URLs in the future so we can tell which mode of communication works best. We need to continue to write regular messages to students in math courses, and to use custom URLs on each message so we can see how those compare to the LAD's general campaign. Also, we need to find easy things faculty can do to remind students that we exist. Sending reminders to faculty as well as to students may help. (07/07/2021) **Budget/Resource Implications:** The LAD could use a small amount of money to pay for postcards. MarCom covered the expense in the spring, but we can't expect them to buy postcards for us every semester.

Admin - LAD Tutoring Program and Supplemental Instruction

Admin - LAD Tutoring Program and Supplemental Instruction

Goal: Enhance Communication and connection with tutors

Enhance the communication with tutors and tutees
Goal Status: Archived
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020
Inactive Date: 12/17/2021

Means of Assessment	Results	Action Plans
Data Related - surveys, emails and BB visits *** Benchmark:** 100% of tutors will be communicated with via weekly emails, surveys and Blackboard session drop ins.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Weekly messages went out to tutors via email. Also, texted tutors as needed to enhane communication in a timely manner. Surveys were sent out at end of semester regarding suggestions for enhancememt (07/08/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Keep the weekly messages and textingto tutors **What did you learn about your unit through this assessment cycle?:** Communicaiton is key ! **Related Documents:** SPring 2021 Tutor Evaluations	**Action Plan:** Continue to email, text and send monthly newlsetters to tutors. (07/08/2021) **Budget/Resource Implications:** none

Admin - Library

Goal: Increase and improve the Library's Virtual Presence

Increase and improve the Library's Virtual Presence
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/08/2020

Means of Assessment	Results	Action Plans
Data Related - Chat and Tickets received in the libchat system will be tracked *** Benchmark:** Since the system is new, progress will be measured first by implementation and placement of the resource in campus resources	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The chat widget was been placed in Blackboard, mycollege, and on the library website. 270 questions were asked in the 2020 - 2021 period. (07/13/2021) **What did you learn about your unit through this assessment cycle?:** We learned that we could successfully answer student questions in a remote environment.	**Action Plan:** We will do outreach for our chat service to increase usage. (07/13/2021)

Admin - Library

Goal: Increase and improve the Library's Virtual Presence

Means of Assessment	Results	Action Plans
(Blackboard, mycollege, library website). Progress will be measured thereafter by tracking the number of tickets received and answered. Chat and Tickets should increase by at least 5 percent over the first year's benchmark numbers. Marketing during this year and next will raise 'brand' awareness to drive further adoption of the service. First year's benchmark numbers have been tallied at 10 chats/tickets per day.		

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 4. Student Support & Success

Foster student growth and success by providing transformative academic student supports, comprehensive resources, and an enriching climate that contributes to the attainment of individuals' goals and achievements from initial inquiry through graduation and beyond.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Redesign Academic Advising and coordinate these services with academic coaching and faculty mentorship. *** Benchmark:** Academic advising redesigned by 2/21.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed. Implementation for Fall '21. (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Implementation for Fall 2021 (06/08/2021)

Admin - Registrar's Office

Admin - Registrar's Office

Goal: Add new instructional methods to the class schedule.

Define new instructional methods, including online synchronous, blended synchronous, and hyflex teaching modalities. Include these definitions on the master class schedule for course selection purposes. Also include these methods of instruction on each students individual class schedule.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 03/01/2021

Means of Assessment	Results	Action Plans
Data Related - Devise codes used for instructional methods that will be used in Banner to identify these types of classes. Develop definitions for these instructional methods that will be used for these classes. Run course tallies to be sure that the codes for instructional methods match the definitions for its corresponding method of instruction. Review a sample of students schedules who are registering for these specific instructional methods, online synchronous, blended synchronous and hyflex, to be sure their schedules are defining the teaching modality for these classes. *** Benchmark:** Strive for 100% accuracy for coding and definitions of these new instructional methods. Codes for each class containing these instructional methods will be reviewed as well as the definitions for these methods of instruction. A count will be taken regarding the number of these modalities.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Codes for each instructional method were presented to the Banner core team. Once the codes were approved, they were entered into the validation table in Banner that would allow the coding to be assigned to specific course sections. After that process was completed, a word document pertaining to instructional methods was devised. This document includes the definition and code to be used for each instructional method that would be used in the master class schedule. It also provides examples for each instructional method and corresponding codes/definitions to be used for the section identifier and campus. Course comments, pertaining to each instructional method, were also included in the document. The document was included in the the class scheduling instructions that were sent to the academic departments. To be sure that the appropriate coding was being used for each course section, the course section tallies were produced and reviewed by staff in the registrars office. The tally report was appended to include the instructional method. After this revision was made to the report, tallies were produced for both summer and fall 2021. The appropriate coding for the section identifier, campus, and instructional method were reviewed for accuracy. It was determined that all course sections had the appropriate coding for classes pertaining to summer 2021 (a total of 116 sections were coded accurately, 100%). A total of 1,210 sections out of 1,228 were coded accurately for fall 2021. This represents 98.5%. A total of 18 sections were not coded correctly. These are identified in red in the attached report, "tally fall 2021 07062021 for assessment". The appropriate coding changes were made to these sections (all 1,228 sections are now coded correctly 100%). The attached report, "instructional methods fall 2021" was used as a guide for checking the accuracy regarding the coding for each class.	**Action Plan:** Produce course tallies before and after the registration cycle starts for all semesters (winter, spring, summer and fall). After the class schedule is submitted to by the academic department review the tally for accuracy. Make the necessary changes to those classes that are not coded accurately. (07/06/2021) **Budget/Resource Implications:** N.A. We can build this work-flow into that of a staff member who is currently reviewing the class schedule.

Admin - Registrar's Office

Goal: Add new instructional methods to the class schedule.

Means of Assessment	Results	Action Plans
Another count will be taken for those modality codes that match the appropriate definition for that modality. Those that match will be identified as being accurate. After reviewing all classes, a percentage regarding accuracy will be calculated. **Resource Requests:** Approval from our Banner Core Team will be needed to develop the new codes. Training academic department secretaries for entering this information into the class schedule in Banner will be needed. Assistance from our IT department will be needed to display these definitions onto the students class schedule. **Related Documents:** dla sample schedule.png dlb sample schedule.png dls schedule sample.png hyflex schedule sample.png tr schedule sample.png tally fall 2021 07062021 for assessment.xlsx tally summer 2021 07062021 for assessment.xlsx	Produced sample student schedules to review the coding and descriptions for different instructional methods including distance learning asynchronous, distance learning blended, distance learning synchronous, hyflex, and traditional face to face classes. Verified that students can now view, on their schedules, the course section comments that pertain to their registered classes. (07/06/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to produce and review course section tallies for accuracy. Make the necessary revisions to those sections that are not coded appropraitely. **What did you learn about your unit through this assessment cycle?:** I was reminded that it is important to make the appropriate changes to course sections prior to the start of the registration cycle. Once changes are made to the class, and students are registered for the class, it is a cumbersome process to correct the coding. For example, to change coding for a class after students are registered into it, we need to remove the students from the class, make the coding changes to the class, then add the students back into the class. On a positive note, registrars staff worked with IT to develop a process that would expedite the processed that was used for scheduling changes after students were enrolled in them. Rather than drop students, make the schedule change, then add the students back into the class, the new coding change process was implemented, that does not impact students registration status. **Related Documents:** Instructional Methods Fall 2021.docx tally fall 2021 07062021 for assessment.xlsx tally summer 2021 07062021 for assessment.xlsx dla sample schedule.png dlb sample schedule.png dls schedule sample.png hyflex schedule sample.png tr schedule sample.png	

Admin - SEO- Admissions Office

Admin - SEO- Admissions Office

Goal: Goal 2: Implement Applicant Communications in SLATE-Aligns with the Academic Affairs Strategic Goal 4.2

Implement all initial applicant communications through the SLATE CRM system including enrollment steps and program specific campaigns.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 05/01/2020
Inactive Date: 09/14/2022

Means of Assessment	Results	Action Plans
Data Related - Track total number of Applicant Communications being sent via SLATE *** Benchmark:** 80% of all application responses/communications conducted via slate from Dec 15 - June 30. Program campaign are developed and implemented in SLATE. **Resource Requests:** Funds for SLATE trainings, innovation camps, and seminars. Ability to take out time out of day to day responsibilities to train staff on the deliver campaigns and communication system via SLATE.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The Office of Admissions implemented all initial enrollment communications in SLATE. Application and acceptance triggers are resulting in automated messages to inquiries and applicants using the official SUNY Broome portal on the website. Program campaigns are being developed and implemented between July 2021-September 2021 in the form of department chair "Welcome letters" and "More information about X program attached below" campaigns. (07/08/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue cross-training staff on campus (academic advising is the main priority for the 2021-2022 calendar year) and empowering departments to submit communications and campaigns they'd like to implement for their programs. **What did you learn about your unit through this assessment cycle?:** The Office of Admissions worked with our SLATE consultant and other Community Colleges on timestamping campaigns and creating meaningful communications for our students.	**Action Plan:** For next year, we will implement SLATE texting and campaigns about SUNY Broome's campus life, athletics, housing, and things to do in the area. (07/08/2021) **Budget/Resource Implications:** A PT Staff Assistant Dedicated to SLATE implementation, form maintenance, creation of triggers/codes, and Deliver communications Resources for training and seminars Funds for travel to SLATE conferences Time to take from everyday tasks

Goal: Goal 3: Develop recruiting model, and a complete enrollment interface, for 7 week programs

(MarCom/Admissions, co-owned goal) Work with participating programs to develop special enrollment communications, web checklists and other materials to facilitate enrollment in 7 week programs. Define target audiences and work with MarCom to develop micro-sites. Create at least one clear path from inquiry to registration for a student seeking enrollment in a 7 week program. These new elements may require additional triggers in the application and considerations at other key milestones.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 02/19/2021
Inactive Date: 04/29/2022

Means of Assessment	Results	Action Plans

Admin - SEO- Admissions Office

Goal: Goal 3: Develop recruiting model, and a complete enrollment interface, for 7 week programs

Means of Assessment	Results	Action Plans
Program/Project Development - The new application interface is completed by the new recruitment cycle and tested in STUT, BannerCore, Banner Student Processing, SLATECore, and Marketing Website development and design. *** Benchmark:** Program specific communications, checklists, and printed materials developed to highlight the 7 week programs. Micro-sites are developed and ready for publication. Application type is developed in the SLATE CRM system differentiating the 7 week program applicants with integration into the Banner Student Processing System (IT collaboration) and Constituo file clean up for incoming student data. Coding for brand new student type done by IT. **Resource Requests:** Funds for developing marketing materials and staff hour allotments to create a brand new interface for this enrollment type.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The Marketing Office along with Admissions developed an inquiry form to collect interest in the 7 week program on our website. Content has been placed and highlighted in social media, billboards, and SLATE communications are in the process of being developed and tested for the next enrollment cycle. The application type was left "as-is" as the 7 week programs are not new program specific offerings at SUNY Broome. It is up to the department chair to communicate and enroll students in the format desired. (07/19/2021) **What did you learn about your unit through this assessment cycle?:** Funds are needed for quick marketing materials development.	**Action Plan:** We will continue developing 7-1-7 course offering campaigns and SLATE communications to better support our SUNY Broome community. Additionally, Admissions will promote these course formats in our Admissions presentations and materials. (07/27/2021)

Admin - Student Orientation

Goal: Increase Orientation Engagement

Increase participation in the new student orientation programs at SUNY Broome by 5%.
Goal Status: Active

Admin - Student Orientation

Goal: Increase Orientation Engagement

Planned Assessment Cycle: 2020 - 2021
Start Date: 08/01/2020

Means of Assessment	*Results*	*Action Plans*
Data Related - Students who attend orientation will be coded in Banner (SPAIDEN, alternate identification) to allow for Argos reporting. *** Benchmark:** 5% attendance increase (Fall 2020 compared to Fall 2019 & Spring 2021 compared to Spring 2020)	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Fall 2020- 792 students engaged with orientation, compared to 332 in Fall 2019. This is an 82.1 % increase. Spring 2021- 55 students engaged with orientation, compared to 44 in Spring 2020. This is an 25% increase. (02/24/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Remote programs served incoming students well and should continue to be offered in addition to in-person events when available. The remote nature of the 2020-2021 orientation programs was in response to COVID-19. **What did you learn about your unit through this assessment cycle?:** While there was a significant increase in orientation participation, there is significant room for growth. In Fall 2020, 45.4% of first time new students who registered for classes, participated in orientation. The participation increase needs to be more significant to ensure all students have opportunities to engage with orientation. **Related Documents:** Summer 20 NSO Summary.docx	**Action Plan:** With a change in staffing and the return to face to face on campus, post-COVID, Orientation will be re-assessed with both face to face and hybrid modalities offered to provide options to best meet student needs. (07/09/2021)

Student Support and Success - Strategic Objective 4 - Prepare students for financial independence and responsibility

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 4: Student Support and Success

Foster student growth and success by providing transformative academic and student supports, comprehensive resources, and an enriching climate that contributes to the attainment of individuals' goals and achievements from initial inquiry through graduation and beyond.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Develop and implement plans for renovation of learning and working spaces on campus to promote wellness and address the diverse and holistic needs of students. • Implement additional outdoor spaces for students, inclusive of wi-fi access/connectivity and that complies with social distancing guidelines located adjacent to the library, student housing etc. *** Benchmark:** Additional outdoor spaces for students are implemented.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The South Library patio has been completed. The North Library patio is under construction and should be completed in about a month. Regarding south side drainage of the NSC, we are waiting for a report from the landscape architect prior to making changes to this area. Four outdoor pavilion areas will be constructed across campus, one of which is the blacktop area on the south side of the Student Center. Due to this, the Decker Building area construction as originally intended will not be further developed at this time. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Construction that is underway will be completed and the area will be maintained as part of regular maintenance. **What did you learn about your unit through this assessment cycle?:** COVID-19 impacted some of the original construction plans. In light of the recent pandemic and necessary precautions that had to be taken, including limitation of indoor space occupancy, it was determined that additional outdoor spaces would provide safe spaces for gathering on campus.	**Action Plan:** Upon receipt of the report from the landscape architect, changes to the south side NSC will be made. (07/30/2021)

Student Support and Success - Strategic Objective 5 - Provide and align adequate human, technological and other resources to address diverse and holistic student needs

Admin - Academic Advising

Goal: Caseload Model Advising

Redesign Academic Advising to scale a caseload professional advising model across campus.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 09/01/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Caseload advising model is developed that serves students in all divisions and programs. *** Benchmark:** Plan is developed and shared with Dr. Haynes.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met An advising workgroup was established in January 2021 to look at what a consistent, effective, and proactive advising model would look like, how it can provide the best service to students and has a training component to provide expertise to deliver this service. One of the main focuses was the recent adoption of the caseload model which started Fall 2020. The workgroup centered its work on fully developing this student-centered model, streamlining the advising process, and eliminate confusion for students. One of the main challenges in the past was maintaining consistency with the advising process throughout the entire year. To address this gap, the workgroup developed recommendations on how to provide year round, reliable advising across all four division. Attached is advising workgroup recommendations. All highlighted areas have been endorsed and will be implemented this summer and upcoming academic year. (06/24/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continuous work on implementing the endorsed recommendations. **What did you learn about your unit through this assessment cycle?:** One of the main challenges of scaling the caseload model across campus was getting buy in and support from all divisions and programs. Thus, it was important that the workgroup was diverse and had representation from the critical areas on campus. The workgroup was comprised of academic advisors, academic chairs, staff associates, and staff from all four divisions and key offices such as the Registrar and Financial Aid. Subgroups were developed to focus on four specific focus areas- New Student Process, Continuing Student, Communication, and Training/Professional Standards. Like the overall workgroup, subgroups were diverse in nature. Each group's work and recommendations exemplified true collaboration and a focus on student success and support. Consequently, a positive achievement was seeing how a group of campus stakeholders can come together and create a plan and recommendations that will allow us to serve our students better and more effectively. **Related Documents:**	**Action Plan:** Implement endorsed workgroup recommendations. (07/01/2021) **Action Plan:** Workgroup recommendations (06/24/2021)

Admin - Academic Advising

Goal: Caseload Model Advising

Means of Assessment	Results	Action Plans
	Advising Workgroup recommendations.pdf	

Admin - Bachelor Partnership Center

Goal: Move partnership agreements with SUNY Empire, Bellevue University, and Excelsior College to a consortium style or cross-registration model.

Absorb Bachelor Partnership Center into the Career and Transfer Services. This was established in the spring 2021 semester.
Goal Status: Archived
Planned Assessment Cycle: 2020 - 2021
Start Date: 03/05/2021
Inactive Date: 05/31/2021

Means of Assessment	Results	Action Plans
Data Related - Completed Pathways Agreement with SUNY Empire, MOU with Bellevue University and Academic Partnership Agreement with Excelsior College. *** Benchmark:** This goal was achieved because we now have all three signed and completed by SUNY Broome and all three schools. The Bachelor Partnerhsip Center is now under the Career and Transfer Services as of Spring 2021.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met This goal was achieved because we now have all three signed and completed by SUNY Broome and all three schools. The Bachelor Partnership Center is now under the Career and Transfer Services as of Spring 2021. (07/16/2021) **What did you learn about your unit through this assessment cycle?:** The importance of pathway agreements and consortium agreements with partner schools **Related Documents:** Exceslior College Partnership Agreement Spring 21.pdf MOU Bellevue University Spring 2021.pdf Pathways Transfer Agreement SUNY Empire Spring 21.pdf	**Action Plan:** The BPC is now under the Career and Transfer Services; future goals will be established under that assessment area as the various components move to a streamlined service provision. (07/16/2021)

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 4 Student Support & Success: • Determine best practices and identify the specific technology solution for each process within the enrollment and student support process (degree works, starfish, schedule finder, etc.).

o   The BPS Staff Associate will work with BPS chairs and faculty to ensure they are appropriately trained in Degree Works and Starfish so that they are prepared to

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 4 Student Support & Success: •   Determine best practices and identify the specific technology solution for each process within the enrollment and student support process (degree works, starfish, schedule finder, etc.).

effectively assist students with advisement.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - The Dean will ask Chairs/Staff Associate to report at Division Council meetings. *** Benchmark:** 80%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • All full time BIT faculty are trained in the use of Starfish and Degree Works, and continuously utilized these programs. • All full time CJES faculty are trained in the use of Starfish and Degree Works, and continuously utilized these programs. Adjuncts were encouraged to, and utilized Starfish. • Hospitality Programs have nothing to add. • The Staff Associate conducted classroom presentations to help BPS students learn Degree Works and Starfish. o BUS 122 Self Management - covered the use of Starfish and Degree Works (in Erin Frye, Lee Heron, and Brian Loy) o N/A for CJES – full time faculty were comfortable showing students how to navigate these programs in their courses throughout the academic year. o Hospitality Programs already instructs in these areas in HOS 101 – Introductions for the Hospitality Freshman. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** All BPS faculty will continue to be actively involved with any updates related to Degree Works and Starfish. **What did you learn about your unit through this assessment cycle?:** The majority of faculty continue to use and be trained in Degree Works and Starfish in order to positively impact the success and retention of our students.	

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 5: Student Support and Success

 Foster student growth and success by providing meaningful opportunities for engagement with student service support systems.

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 5: Student Support and Success

Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track the number and types of meaningful opportunities for student engagement that are provided by all Campus Life areas. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/21 Targets o The efficiency of the student conduct process was improved by the Student Rights & Responsibilities Coordinator taking on a much more active role to expeditiously move student conduct reports through to case creation, and to finalize the development of a student awareness campaign, now that he has successfully completed his first year in this new position. o Marketing of student engagement opportunities occurred within all Campus Life areas via the use of multiple/varied media outlets. o Campus Life staff were be integrally involved in sustaining and growing student service support systems.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The number and types of meaningful opportunities for student engagement that are provided by all Campus Life areas was tracked and benchmarks were met. (Refer to 'Campus Life Events" attachments in the Campus Life Interim and Final Reports) (07/30/2021) **What did you learn about your unit through this assessment cycle?:** Student engagement opportunities can be effective both in-person and virtually if marketed successfully and especially when those opportunities have faculty buy-in and offer students extra credit for participating or incorporating the opportunity as a course assignment. **Related Documents:** [CampusLife AY2020-21 Final Report.pdf](#) [CampusLife Fall 2020 Interim Report (2).pdf](#)	**Action Plan:** Bolster marketing strategies and track which strategies yield the highest attendance numbers. Continue to reach out to faculty to encourage them to offer students extra credit for participating in student engagement opportunities or to incorporate the participation in student engagement opportunities into course assignments. (07/30/2021)
Data Related - Track the persistence rates from Fall to Spring of the following cohorts: Athletes; student	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The persistence rates from Fall to Spring were tracked for the following cohorts: Athletes;	**Action Plan:** Continue to track the persistence rates from Fall to

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 5: Student Support and Success

Means of Assessment	Results	Action Plans
leaders: Student Assembly, 5 student orgs and their executive boards; and individual students who received counseling. *** Benchmark:** 2020/21 Targets: o The number of students in each named cohort were reported along with the following data specific to each cohort: (1) The numbers of those eligible to return and the numbers who actually returned. (2) The majors, average grade point average of the cohort and the average number of credit hours students enrolled in the Fall. (3) The average number of credit hours earned in the Fall. (4) The numbers of students on academic probation and dismissal but re-enrolled. o Of the students in each cohort who did not return but were eligible to return, their reasons given for not returning and intervention strategies that were used in the Fall were reported. **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	student leaders: Student Assembly, 5 student orgs and their executive boards; and individual students who received counseling. (Refer to "Fall 2020 to Spring 2021 Student Success Data Summary for Targeted Campus Life Student Cohorts") (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Staff responsible for providing services to each student cohort will continue to track persistence data in AY 2021-2022. IE staff will be called upon to help ensure we are tracking data efficiently and comparatively. **What did you learn about your unit through this assessment cycle?:** Persistence rates among the special student cohorts who are receiving Campus Life services or engaged in Campus Life programming are higher than the persistence rate of the general overall student body. **Related Documents:** Fall 2020 to Spring 2021 persistence rates of target student cohorts within Campus Life areas.pdf	Spring of the following cohorts: Athletes; student leaders: Student Assembly, 5 student orgs and their executive boards; and individual students who received counseling. Finalize the "Spring 2021 to Fall 2021 Student Success Data Summary for Targeted Campus Life Student Cohorts" when the Fall 2021 semester begins. (07/30/2021)

Admin - Counseling Services

Admin - Counseling Services

Goal: Individual Services

To improve student access from the traditional in-person counseling in an effort to reach a broader scope of students, the department will implement enhanced outreach efforts and virtual delivery of services.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Telemental health services will be implemented starting Fall 2020. In addition, within the Titanium platform, number of students who receive these services will be tracked to provide a gauge for service utilization. *** Benchmark:** Program is implemented and utilized. **Resource Requests:** Access to a platform and equipment to provide Telemental health services.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Counseling worked with 62 individuals in the Fall 20 Semester and 87 individuals in the Spring 21 Semester. The majority of the sessions offered were via zoom or on the phone with only a handful of sessions being offered in person. All services have been converted to telemental health accessibility and continue to be evaluated and revamped as needed for student success and accessibility. (08/05/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Telemental health services are new to our department. they are being reworked as needed- to meet the students' needs as well as compliancy within the Social Work Practice. **What did you learn about your unit through this assessment cycle?:** We learned ways to make our forms more accessible, flexibility in working with students, patience in working with technology	

Admin - LAD Testing Center

Goal: Availability

Provide an alternate site to in-class testing through the campus Testing Center for all students requiring and/or requesting alternate location.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020
Inactive Date: 05/24/2021

Means of Assessment	Results	Action Plans
Data Related - Comparing the number of student requests for	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** Continue the identified processes with

Admin - LAD Testing Center

Goal: Availability

Means of Assessment	Results	Action Plans
Testing Center service to the number of students provided with Testing Center service. *** Benchmark:** 100% of students requesting Testing Center service will be provided. **Resource Requests:** Web cams (4)	The Testing Center was able to provide an alternate proctored test situation for all requests. For the AY 20-21, 169 tests were administered to students through the Testing Center through in-person and remote proctoring sessions. Sessions included tests with ADA/504 accommodations and tests with instructor arrangement for out-of-class testing. (06/07/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to work with faculty to be knowledgeable about course testing practices and stay up to date with technology options that meet the needs of both students and faculty. **What did you learn about your unit through this assessment cycle?:** The COVID pandemic necessitated that the practices for delivering proctored testing be evaluated and adapted. This was particularly challenging in providing readers for tests in remote test conditions where tests were administered through platforms with lockdown browsers, barring students from the use of reading software options. The staff of ARO, working with faculty, were resourceful in creating test processes that permitted student completion and maintained test integrity. The need for creative solutions is likely to continue as classroom modalities continue to shift.	consideration of additional remote proctoring options. (06/07/2021) **Budget/Resource Implications:** Additional personnel will be necessary if the Testing Center will provide more remote testing. If the remote proctoring involves providing a reader for an ADA accommodation, the additional personnel need will be required and may impact available campus in person hours.

Admin - LAD Writing Center

Goal: COVID-19-Era Evaluation

Develop a new format for collecting student input regarding their Writing Center experience; maintain a 95% or better "success" rate on the new version of the evaluation
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 02/08/2021
Inactive Date: 05/18/2021

Means of Assessment	Results	Action Plans
Survey Related - Students will complete a newly designed survey after receiving tutoring from the Writing Center, including a prompt with a Likert scale 0-5 with 0 being	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Of the responses received to the new Google Forms-based evaluation, 100% of the student responses were a 4 or better on the "progress with my writing" prompt. (05/20/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** In	

Admin - LAD Writing Center

Goal: COVID-19-Era Evaluation

Means of Assessment	Results	Action Plans
strongly disagree and 5 strongly agree which states, "After my session, I have a clear plan of action to make progress with my writing." *** Benchmark:** 95% of responses be a 4 or higher **Resource Requests:** Continued computer access, Google Forms access, etc.	the Summer 2021 terms, we are experimenting with having specific tutor liaisons assigned to specific sections to see how that effects rate of visits. If that pilot is successful, we may pilot the concept during another semester, budget permitting. **What did you learn about your unit through this assessment cycle?:** We learned that requests for evaluations delivered via e-mail have a very low return rate compared to in-person paper forms. As we continue to develop our remote processes, a better way to gather post-session student input will be something to explore further.	

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 4. Student Support & Success

Foster student growth and success by providing transformative academic student supports, comprehensive resources, and an enriching climate that contributes to the attainment of individuals' goals and achievements from initial inquiry through graduation and beyond.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Redesign Academic Advising and coordinate these services with academic coaching and faculty mentorship. *** Benchmark:** Academic advising redesigned by 2/21.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed. Implementation for Fall '21. (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Implementation for Fall 2021 (06/08/2021)

Admin - Office of the Vice President for Finance

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 4: Student Support and Success

Foster student growth and success by providing transformative academic and student supports, comprehensive resources, and an enriching climate that contributes to the attainment of individuals' goals and achievements from initial inquiry through graduation and beyond.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Develop and implement plans for renovation of learning and working spaces on campus to promote wellness and address the diverse and holistic needs of students. • Implement additional outdoor spaces for students, inclusive of wi-fi access/connectivity and that complies with social distancing guidelines located adjacent to the library, student housing etc. *** Benchmark:** Additional outdoor spaces for students are implemented.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The South Library patio has been completed. The North Library patio is under construction and should be completed in about a month. Regarding south side drainage of the NSC, we are waiting for a report from the landscape architect prior to making changes to this area. Four outdoor pavilion areas will be constructed across campus, one of which is the blacktop area on the south side of the Student Center. Due to this, the Decker Building area construction as originally intended will not be further developed at this time. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Construction that is underway will be completed and the area will be maintained as part of regular maintenance. **What did you learn about your unit through this assessment cycle?:** COVID-19 impacted some of the original construction plans. In light of the recent pandemic and necessary precautions that had to be taken, including limitation of indoor space occupancy, it was determined that additional outdoor spaces would provide safe spaces for gathering on campus.	**Action Plan:** Upon receipt of the report from the landscape architect, changes to the south side NSC will be made. (07/30/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Student Support & Success 2020-2021

Advance the notion of students first through intentional and strategically designed experiences within the division.
Goal Status: Active

Admin - Office of the Vice President for Student Affairs

Goal: Student Support & Success 2020-2021

Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Provide opportunities for professional development as it relates to student success for Division members and Student Affairs professionals with the college. *** Benchmark:** Offer (2) professional development opportunities to division members and professionals.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Division members were strongly encouraged to participate in the community college-student affairs professional development series: What Can Student Affairs Learn From Corporate America? Trauma Informed Care Beyond Title IX; Student Development Theory Into Practice; High Impact Practices. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Similar to opportunities for the college community, because team members are frontline in support of students, it is imperative they have an arsenal of tools in order to carry out their mission. **What did you learn about your unit through this assessment cycle?:** During COVID there were a lot of reasonable cost programs, including free ones, in which the staff could participate. Will continue to seek such opportunities.	**Action Plan:** Continue to focus on the professional development opportunities for staff. (06/04/2021)
Survey Related - Provide opportunities for student engagement designed to elicit knowledge and understanding of variables that impact student success. *** Benchmark:** Provide at least one opportunity for student engagement, directly acknowledging the variables that impact student success.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met VP Eats, a program where the VPSAS cooks a meal for a residential suite and engages with the students about their lives and life at Broome. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Students really enjoy VP Eats; that program will continue. Information will continue to be collected regarding their concerns about Broome and college in general. **What did you learn about your unit through this assessment cycle?:** Even with the college being remote, VP Eats...making the connection and being able to talk and express feelings is important to students and should definitely be continued.	**Action Plan:** Continue the VP Eats Program to gain insight into student lives. (06/04/2021)

Admin - Physical Facilities and Maintenance

Goal: Outdoor Space Construction

Finish construction of the outdoor space adjacent to the Library (on both the north and south sides of the Library) during Spring 2021 which will include installation of pavers,

Admin - Physical Facilities and Maintenance

Goal: Outdoor Space Construction

fencing, lighting, landscaping, furniture, wi-fi access and electrical outlets. In addition, fully evaluate (including costs) the following campus locations with respect to providing additional outdoor space for staff and students (with required amenities): 1) south side (drainage retention areas) of the Natural Science Center, 2) grassed area in front of the Decker Building main entrance, 3) the Decker second floor patio area, and 4) the blacktop area on the south side of the Student Center.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Documentation of outdoor spaces will provide a means of assessment for project completion. Renovations will be reviewed with relevant stakeholders to ensure they meet the campus' needs. Outdoor spaces will be evaluated with results reviewed with relevant stakeholders. *** Benchmark:** Construction of the outdoor space adjacent to the Library is completed. Outdoor spaces listed above will be evaluated with documentation.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The South Library patio has been completed. The North Library patio is under construction and should be completed in about a month. Regarding south side drainage of the NSC, we are waiting for a report from the landscape architect prior to making changes to this area. Four outdoor pavilion areas will be constructed across campus, one of which is the blacktop area on the south side of the Student Center. Due to this, the Decker Building area construction as originally intended will not be further developed at this time. (07/28/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Construction that is underway will be completed and the area will be maintained as part of regular maintenance. **What did you learn about your unit through this assessment cycle?:** COVID-19 impacted some of the original construction plans. In light of the recent pandemic and necessary precautions that had to be taken, including limitation of indoor space occupancy, it was determined that additional outdoor spaces would provide safe spaces for gathering on campus.	**Action Plan:** Upon receipt of the report from the landscape architect, changes to the south side NSC will be made. (07/28/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Assist the College to practice fiscal responsibility and sustainability by maintaining a consistent overall level of grant-funded/external financial support.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
Data Related - Monitor budget changes in formula allocations (i.e Perkins, EOP). Compare amount of reductions, if any, to amount of revenue realized from new sources. *** Benchmark:** New sources of grant revenue will will offset any reductions in formula allocations and other funding sources. A consistent overall level of grant-funded support will be maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1) Three renewal formula allocation grant amounts increased by 5% from prior year ($659,313 vs. $627,270). 2) 26 new grant proposals were developed, totaling more than $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending award notification. (Two totaling over $20,000 were denied.) Special note: Formula-allocated federal awards comprised 97% of new grant revenue (5 of the 26 new grant awards totaling $24,158,126). 3) Established 29 additional grant/contract awards, totaling $593,311 received from FSA, BCC Foundation, SUNY, NYSED, ESD, and Broome County DSS. 4) As of 6/04/21, was providing grants management (i.e., budgetary, reporting, compliance) oversight to 85 grant-funded projects totaling $18,916,623 (vs. 102 grant accounts totaling $15,782,345 for the prior year, same period). This equals a 19.85% increase in grant revenue from prior year. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is highly unlikely that revenue-generating goals can be maintained at current levels without either (1) the restoration of the Sponsored Programs director position in a paid non-leave capacity, or (2) redistribution of SPO duties to existing positions with the employees taking on those duties being promoted and additionally compensated to do so. **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director has been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020; and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties.	**Action Plan:** Compile 2019-2020 and 2020-219 outcomes in comparison format and present to the Grants Planning Team, Sept 2021. Discuss significant changes, and solicit feedback on new and/or modifications to existing ways to continue to meeting goals will be solicited. (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals. **Related Documents:** Grant Information Report_run date 6-05-2020.pdf Grant Information Report_run date 6-04-2021.pdf	

Admin - Starfish

Goal: Complete System audit to learn about possible System improvements

Complete Starfish System audit to learn about System improvements that will impact the success of students and the usability for staff and faculty.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/25/2021
Inactive Date: 05/19/2021

Means of Assessment	Results	Action Plans
Audit Reports - Audit will be conducted by Starfish Consultant and documented in MavenLink. *** Benchmark:** Audit is documented in Mavenlink and updates are made in Starfish Dev/Prod.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met An audit was conducted by our Starfish Consultant to decipher what improvements SUNY Broome could make within the Starfish system. We found several ways to improve the System for easier usability. Since the audit was complete, we have improved on the following suggestions: 1. Created system announcement for students (advertised CircleIn) 2. Built out Request Help function to include specific flags for various student offices/issues (changed language from Raise your Hand to Request Help to be more clear for students) 3. Updated Student Dashboard and included calendar widget/linked student course schedule to calendar widget 4. Enabled responsive profile for students/staff 5. Enabled mobile appointments 6. Updated roles, users associated, and descriptions, appointments, and tracking items.	**Action Plan:** Now that improvements have been made to Starfish, including updating features, roles, and appointment types, the next step is advertise the updates to campus. The plan will be to encourage staff/faculty to make better use of their responsible profiles by updating their titles, biographies, contact information, and profile pictures. We will also try to make it the norm for staff/faculty to have their "office hours" scheduled in Starfish

Admin - Starfish

Goal: Complete System audit to learn about possible System improvements

Means of Assessment	Results	Action Plans
	(06/15/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will schedule and attend an annual audit meeting with our Starfish Consultant to ensure we have the most up-to-date capabilities. **What did you learn about your unit through this assessment cycle?:** Through this assessment cycle, I learned that our Starfish capabilities need to be reviewed regularly by our Consultant to ensure we are not using out-of-date services or language to ensure students and staff are getting the most out of the System. I learned that there were several areas of Starfish that needed to be updated and "cleaned up" to ensure it made sense for student/staff use. **Related Documents:** Starfish System Audit.pdf	for students to schedule directly through Starfish. For students, we will create a Welcome Kudo for all new students with direct links to their profile to update it with contact information/photo and a direct link to the Request Help feature. Additionally, at different points in the semester, we will email students with a direct link to the request help feature to ensure students know they have that available to them. To do this, I will connect with MarCom to help me with campaigns for staff and students and send out communication myself to those entities. (07/06/2021)

Goal: Starfish Tracking Items

Increase the use of Kudos in Starfish to provide students with a positive outlook on the System.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/25/2021
Inactive Date: 05/19/2021

Means of Assessment	Results	Action Plans
Data Related - -Research possible	**Reporting Period:** 2020 - 2021	**Action Plan:** For the Thanks for

Admin - Starfish

Goal: Starfish Tracking Items

Means of Assessment	Results	Action Plans
new Kudos -Advertise Kudos to faculty/staff to increase usage -Communicate to students benefits of engaging with Starfish and outreach *** Benchmark:** -Additional Kudos will be available in Starfish -Staff/Faculty will raise more kudos for students	**Conclusion:** Benchmark Met We discussed new Kudos with the Starfish Advisory Group and decided that we wanted to gather more information on whether using Kudos would deter students from interacting with the System because it is an added notification. We created a "Thanks for Attending" kudo for staff to use after meetings. Career & Transfer Services adopted the use of the "Thanks for Attending" kudo and send out a survey for students to complete with the kudo to assess their services. (06/15/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We added one new kudo. We will plan to add one new kudo each semester to test out their usage and whether they are interfering with students interaction with other notifications (flags, referrals). **What did you learn about your unit through this assessment cycle?:** Most of the kudos in the system are for Instructors to raise for their students. It will be wise to create Kudos related to specific attributes (Dean's List, etc.). **Related Documents:** New Kudo Sp 21.xlsx	Attending Kudo - we will advertise it to all departments who use Starfish for appointment scheduling. We will encourage staff to raise the kudo for students - which in turn will encourage students to schedule appts. I would like to work with IE to determine whether offices sending out short surveys with the kudo is a purposeful idea for gathering student feedback or if that will overwhelm students/resources. Moving forward, I will be creating a Welcome Kudo for all new incoming students and a Welcome Back Kudo for returning students. These will generate messages to students including a direct link to Profile set up and the Request Help feature. We will continue conversations about additional Kudos, including a Dean's list Kudo and others. (07/06/2021)

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 5: Student Support and Success

Foster student growth and success by providing meaningful opportunities for engagement with student service support systems.
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track the number and types of meaningful opportunities for student engagement that are provided by all Campus Life areas. Use for prior year comparisons in future academic years. *** Benchmark:** 2020/21 Targets o The efficiency of the student conduct process was improved by the Student Rights & Responsibilities Coordinator taking on a much more active role to expeditiously move student conduct reports through to case creation, and to finalize the development of a student awareness campaign, now that he has successfully completed his first year in this new position. o Marketing of student engagement opportunities occurred within all Campus Life areas via the use of multiple/varied media outlets. o Campus Life staff were be integrally involved in sustaining and growing student service support systems.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The number and types of meaningful opportunities for student engagement that are provided by all Campus Life areas was tracked and benchmarks were met. (Refer to 'Campus Life Events" attachments in the Campus Life Interim and Final Reports) (07/30/2021) **What did you learn about your unit through this assessment cycle?:** Student engagement opportunities can be effective both in-person and virtually if marketed successfully and especially when those opportunities have faculty buy-in and offer students extra credit for participating or incorporating the opportunity as a course assignment. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	**Action Plan:** Bolster marketing strategies and track which strategies yield the highest attendance numbers. Continue to reach out to faculty to encourage them to offer students extra credit for participating in student engagement opportunities or to incorporate the participation in student engagement opportunities into course assignments. (07/30/2021)
Data Related - Track the persistence rates from Fall to Spring of the	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** Continue to track the persistence rates from Fall to

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 5: Student Support and Success

Means of Assessment	Results	Action Plans
following cohorts: Athletes; student leaders: Student Assembly, 5 student orgs and their executive boards; and individual students who received counseling. *** Benchmark:** 2020/21 Targets: o The number of students in each named cohort were reported along with the following data specific to each cohort: (1) The numbers of those eligible to return and the numbers who actually returned. (2) The majors, average grade point average of the cohort and the average number of credit hours students enrolled in the Fall. (3) The average number of credit hours earned in the Fall. (4) The numbers of students on academic probation and dismissal but re-enrolled. o Of the students in each cohort who did not return but were eligible to return, their reasons given for not returning and intervention strategies that were used in the Fall were reported. **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	The persistence rates from Fall to Spring were tracked for the following cohorts: Athletes; student leaders: Student Assembly, 5 student orgs and their executive boards; and individual students who received counseling. (Refer to "Fall 2020 to Spring 2021 Student Success Data Summary for Targeted Campus Life Student Cohorts") (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Staff responsible for providing services to each student cohort will continue to track persistence data in AY 2021-2022. IE staff will be called upon to help ensure we are tracking data efficiently and comparatively. **What did you learn about your unit through this assessment cycle?:** Persistence rates among the special student cohorts who are receiving Campus Life services or engaged in Campus Life programming are higher than the persistence rate of the general overall student body. **Related Documents:** Fall 2020 to Spring 2021 persistence rates of target student cohorts within Campus Life areas.pdf	Spring of the following cohorts: Athletes; student leaders: Student Assembly, 5 student orgs and their executive boards; and individual students who received counseling. Finalize the "Spring 2021 to Fall 2021 Student Success Data Summary for Targeted Campus Life Student Cohorts" when the Fall 2021 semester begins. (07/30/2021)

Admin - Faculty Student Association (FSA)

Admin - Faculty Student Association (FSA)

Goal: Financial Management 2020-21

Continue financial management and support of athletics and clubs so as to enhance the student learning experience.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 07/01/2020

Means of Assessment	Results	Action Plans
Audit Reports - External audit of management budget and performance. *** Benchmark:** Audit report will not indicate any concerns and will demonstrate fiscal responsibility.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The audit for the fiscal year budget has yet to be completed. However, it is expected that there will be no findings. Because of COVID, which resulted in limited engagement of students, it is expected there will be unused funds that can be placed in the unrestricted reserve account. (08/17/2021) **What did you learn about your unit through this assessment cycle?:** It is important to continually monitor enrollment because of the implications on the budget. Whenever possible savings should be placed in reserve.	**Action Plan:** Completion of the budget audit and continued monitoring of the budget. (08/17/2021)

Student Support and Success - Strategic Objective 7 - Prepare students to become employable and/or in a position to transfer to a four-year educational institution

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 4 Student Support & Success: 5.   Develop 10 new micro credential offerings.

o   BIT Department will work on creating cluster credentialing.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - The chairperson will discuss with the Dean. *** Benchmark:** 10%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT will offer cluster credentialing in four areas designed to seamlessly fit into our varied certificate offerings: Web Basics; Office Suite; Business Softskills; Social Media Basics. Four micro credentials were developed to correspond to the courses in the 7/1/7 web development and management offering. Other micro credentials will follow in the Fall 2021. o These micro credentials were successfully submitted to the Curriculum Committee Spring '21. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** This endeavor will be evaluated and will hopefully contribute to the offerings that will attract students to the college. **What did you learn about your unit through this assessment cycle?:** There is some uncertainty among faculty about how this will impact their programs.	

Admin - Career, Transfer and Bachelor Partnership Department

Goal: Fostering partnerships with four-year transfer colleges and universities.

Will foster partnerships with four-year transfer colleges and universities through various outreach and engagement, including:
-Annual Transfer Day event
-Transfer Counselor-in-Residence programming
-Visiting Transfer Representative events
-Examining Clearinghouse Data
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021

Admin - Career, Transfer and Bachelor Partnership Department

Goal: Fostering partnerships with four-year transfer colleges and universities.

Start Date: 08/26/2019
Inactive Date: 05/18/2020

Means of Assessment	Results	Action Plans
Data Related - Will gather data regarding transfer planning related events to measure faculty/staff and four-year college and university relationships. Will utilize Starfish data to measure level of faculty engagement. *** Benchmark:** First cycle of unit assessment and will establish a benchmark based on this year's data. Beginning 2020-2021, we will aim for a 1% increase in four-year transfer colleges and university engagement. **Related Documents:** Transfer Day Participants fall 2019.docx Transfer Services 2019_2020 Counselor in Residence Data.xlsx	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Overall, the Career and Transfer Services Department fostered partnerships with 82 four-year colleges/universities over the course of the 2020-2021 academic year. The following four-year colleges/universities engaged with the Career and Transfer Services Department and SUNY Broome students in multiple avenues which indicates a more strategic partnership: Binghamton University and SUNY Oneonta (Transfer Day, Counselor In-Residence), SUNY Geneseo, Bellevue University, SUNY Empire State, Excelsior College, Maywood University, Le Monye College, SUNY Cortland, Keystone College, and Coppin University. The Career and Transfer Services Department partnerships with 82 four-year colleges/universities via the annual Transfer Day that was hosted during the fall 2020 semester. Career and Transfer Services Department coordinated 7 Transfer Counselor In-Residence days with Binghamton University and 1 Transfer Counselor In-Residence day with SUNY Oneonta. Lastly, the Career and Transfer Services Department coordinated 40 different Visiting Transfer Representative events with 8 different transfer partners (starting from Dec 2020). Overall, COVID greatly impacted the targeted programs we had planned on executing. However, it was still a strong year of sustaining existing partnerships with four-year transfer partners. (06/22/2021) **What did you learn about your unit through this assessment cycle?:** Since Transfer Services is still not centralized thru the Career and Transfer Services Department, we need a greater understanding of how all of campus is supporting students in their transfer process. Additionally, we need to take this data and moving forward, analyze it against clearinghouse data to see where we can be more strategic about what partnerships we foster, which will drive programming and services. **Related Documents:** Transfer Day Participants fall 2020.docx	**Action Plan:** We hope to have Transfer Day in person this year and increase the schools that attend for our students. Articulations were moved over to the Career and Transfer Services and our plan is to clean up the articulations and also explore more articulations that we could have with SUNY Broome. We plan to work closely with IE to find a way to utilize the Clearinghouse data to help with finding where our students are transferring to. (07/15/2021)

Admin - Office of the Vice President for Academic Affairs

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal 4. Student Support & Success

Foster student growth and success by providing transformative academic student supports, comprehensive resources, and an enriching climate that contributes to the attainment of individuals' goals and achievements from initial inquiry through graduation and beyond.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Development - Redesign Academic Advising and coordinate these services with academic coaching and faculty mentorship. *** Benchmark:** Academic advising redesigned by 2/21.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed. Implementation for Fall '21. (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Implementation for Fall 2021 (06/08/2021)

Strategic Goal 5: Civic, Community Engagement, & Service Learning

20-21 Accomplishments

SUNY Broome Community College 2017 - 2022 Strategic Goals and Objectives

Vision: Learning today, transforming tomorrow.

Mission: SUNY Broome Community College supports all members of the learning community by creating access to inclusive, diverse educational experiences. Success is achieved through the provision of innovative academics, transformative student support, and meaningful civic & community engagement.

We realize our mission by fostering an environment that exemplifies the college's institutional goals to the highest quality.

Strategic Goal 5:

CIVIC, COMMUNITY ENGAGEMENT, AND SERVICE-LEARNING: Emphasize the importance of each individual being an informed and engaged citizen.

Goal 5 Provide opportunities to increase community engagement by developing collaborative, socially- just and responsive and effective solutions to local, national and global.

Civic, Community Engagement, and Service Learning - Strategic Objective 1 - Develop and sustain strategic partnerships to foster civic discourse and engagement

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 4: Civic Engagement, Community Engagement, and Service Learning

Create opportunities for all SUNY Broome community members to engage in activities that increase their awareness of, and appreciation for, the importance of being a socially just individual
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of civic and community engagement opportunities offered to students, strategic partnerships fostered by Campus Life staff involvement, and community-based economic development initiatives promoted by Campus Life staff. *** Benchmark:** 2020/21 Targets: o Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation o Campus Life staff provided opportunities and access to civic learning activities that positively	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation 2. Campus Life staff provided opportunities and access to civic learning activities that positively influence students' lives and their communities 3. Campus Life staff served the community through proactive leadership related to economic development in the region Evidence for completion of the three items listed above is contained in (1) the "Civic Engagement Promo Items" attachment in the Campus Life Fall 2020 Interim Report, and (2) the "Campus Life Events" attachment in the Campus Life AY2020-21 Final Report. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative programming efforts that target civic and community engagement, such as the Civic Engagement Advisory Board and Sustainability Committee.	**Action Plan:** Meet with the college's civic engagement coordinator to develop shared programming with the Clubs, Orgs, Student Leadership and Activities area of Campus Life. Maintain and promote use of the college's Turbovote platform to encourage students to become registered voters and access free voter education materials. (07/30/2021) **Budget/Resource Implications:** The college is entering year 2 of a two-year free access partnership with Turbovote, so no budget implication will apply in AY 2021-22. Rely on

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 4: Civic Engagement, Community Engagement, and Service Learning

Means of Assessment	Results	Action Plans
influence students' lives and their communities o Campus Life staff served the community through proactive leadership related to economic development in the region **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	**What did you learn about your unit through this assessment cycle?:** At least one civic or community engagement outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	free or low-cost resources as basis for civic engagement programming.

Civic, Community Engagement, and Service Learning - Strategic Objective 2 - Provide opportunities and access to civic learning activities that positively influence students' lives and their communities

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 5 Civic, Community Engagement, and Service-Learning: 2. Review and update Advisory Board membership and ensure that all AAS and AOS programs have advisory boards and that at least one advisory meeting is held. (2)

o BPS department faculty will offer and encourage students to participate in service learning opportunities both on campus and in the community.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Department Chairs will report their activities at the Division Council meetings, and include in the BOT report. Because of COVID, these activities will be very limited. *** Benchmark:** 25%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • BIT was unable to offer the Bridging the Digital Divide Global Service Learning Project in BIT 200, BIT 173, BIT 288 due to COVID restrictions. They will revisit this project once COVID restrictions have been lifted. • CJES were involved in the following: o CJES faculty Asst. Prof. Leigh Martindale and students from Criminal Justice & Emergency Services Student Association (CJESSA) created holiday cards for the local Veterans home and domestic violence shelter to spread much needed care and compassion during such difficult times. The cards were delivered mid-December 2020 to the Oxford Veteran's Home and the RISE Domestic Violence Shelter. o CJES faculty advisors, Adjunct Instructor Joe Julian and Asst. Prof. Leigh Martindale, for the CJESSA facilitated virtual presentations for students in the club (other students were also welcome to attend). The purpose was to connect students with representatives from the community, obtain first-hand information about career opportunities and preparedness, information about their agencies/organizations, and upcoming civil service exams. o The following conducted presentations to the students in Spring '21: • Deputy Robert Stapleton from the Broome County Sheriff's Department • Officer Brandon Leonard from the Endicott Police Department • Kara Kasmarcik from the Broome County Probation Office • Sergeant Pirozzi from the Broome County Sheriff's Office/Corrections • Trooper Lauren Warner from the New York State Police • CJES Faculty had the following guest speakers present in their courses: o HLS 210: Dr. Erika Wilkinson, Vice President of Academic Affairs, Pennsylvania College of Health Science (F '20) o HLS 111: Jennifer Abbey, American Red Cross Disaster Service Associate for the	

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 5 Civic, Community Engagement, and Service-Learning: 2. Review and update Advisory Board membership and ensure that all AAS and AOS programs have advisory boards and that at least one advisory meeting is held. (2)

Means of Assessment	Results	Action Plans
	Western New York Region presented the NYS Citizen Preparedness Corps class and spoke about her current educational endeavors as she finishes her dual Master's degree in Emergency Management and Homeland Security. (S '21) o In HLS 111 and HLS 200, student attended the virtual tour of the NYS Preparedness Training Center. (S '21) o CRJ 230: Al Ferrara, NYS Police, review of the homicide investigation in Walton; Lauren Warner, NYS Police Recruiter; and Meagan Parslow, NYS Police FIU introduction to forensic investigations. (S '21) o CRJ 246: Carol Murdey, Victim Advocate, Accord presented on her roles, duties, and responsibilities as a victim advocate (F '20). o CRJ 246: Kevin Morrissey discussed his accident and costs of the incident/victimization including car modifications, home modifications, difficulty of travel, living with a disability, etc. (F '20 & S '21) o CRJ 246: Haley Murphy, CVAC - discussed CVAC's programs, mission, advocate services, Child Advocacy Center, SART Team, 'Enough is Enough,' trauma responses and the brain, etc. (S '21) o CRJ 212: Deputy Emily Zielewicz, Broome County Sheriff's Office - discussed the importance of the CPL in her career and daily job duties - i.e. Fourth Amendment, the various parts of the CPL and what they mean, examples of when she used the CPL, etc. (F '20) o CRJ 212: Sergeant Chuck Hoffman, Endicott Police - discussed the importance of the CPL in his career and daily job duties - i.e. Fourth Amendment, the various parts of the CPL and what they mean, different jurisdictions and courts, examples of when he has used the CPL, etc. (S '21) o CRJ 212: Jon Rothermel, Attorney - Public Defenders Office - discussed the importance of the CPL in his career and daily job duties, discussed grand jury, discovery, evidence rules, etc. (S '21) o CRJ 115: Ann Marie Zumawtzak, LCSW - discussed a Juvenile Diversion Program she worked on in conjunction with Broome County Probation, discussed juvenile brain development, importance of trauma informed care in first responders and across the entire system, etc. (F '20 & S '21) • The CJES faculty advisors facilitated a virtual field trip for the CJESSA students to the NYS Department of Homeland Security and Emergency Services Preparedness Training Center	

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 5 Civic, Community Engagement, and Service-Learning: 2. Review and update Advisory Board membership and ensure that all AAS and AOS programs have advisory boards and that at least one advisory meeting is held. (2)

Means of Assessment	Results	Action Plans
	(SPTC) in Oriskany. The virtual tour was given by Diana Callen, Senior Training Technician-Police, NYS Division of Homeland Security & Emergency Services on 04/27/21, 11a – 12p in Zoom. Multiple CJES Faculty also attended. • BUS faculty advisor, Assoc. Prof. Erin Frye facilitated virtual presentations for the students in the Business Club (other students were welcome to attend): o Jacob Kumpon – SUNY Broome alumni started his own glass recycling company o Salaiminah Burns – founder of the Support Black Business 607 Face Page (Prof. Sandy Wright assisted with the facilitation of this presentation) • Hospitality Programs requires all students to take BHM 275 Hospitality Catering & Community Service. Hospitality Programs additionally maintains the Hospitality Club. Hospitality Club is currently advised by Associate Professor Maria Montemagno. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Chairs and the faculty advisors who lead the student clubs (CJESSA, BUS Club, & HOS club) will continue to develop opportunities for students both on and off campus. **What did you learn about your unit through this assessment cycle?:** BPS is actively involved in providing opportunities to students (this continued throughout the COVID pandemic).	

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 4: Civic Engagement, Community Engagement, and Service Learning

Create opportunities for all SUNY Broome community members to engage in activities that increase their awareness of, and appreciation for, the importance of being a socially just individual
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of civic and	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** Meet with the college's civic engagement

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 4: Civic Engagement, Community Engagement, and Service Learning

Means of Assessment	Results	Action Plans
community engagement opportunities offered to students, strategic partnerships fostered by Campus Life staff involvement, and community-based economic development initiatives promoted by Campus Life staff. *** Benchmark:** 2020/21 Targets: o Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation o Campus Life staff provided opportunities and access to civic learning activities that positively influence students' lives and their communities o Campus Life staff served the community through proactive leadership related to economic development in the region **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	1. Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation 2. Campus Life staff provided opportunities and access to civic learning activities that positively influence students' lives and their communities 3. Campus Life staff served the community through proactive leadership related to economic development in the region Evidence for completion of the three items listed above is contained in (1) the "Civic Engagement Promo Items" attachment in the Campus Life Fall 2020 Interim Report, and (2) the "Campus Life Events" attachment in the Campus Life AY2020-21 Final Report. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative programming efforts that target civic and community engagement, such as the Civic Engagement Advisory Board and Sustainability Committee. **What did you learn about your unit through this assessment cycle?:** At least one civic or community engagement outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	coordinator to develop shared programming with the Clubs, Orgs, Student Leadership and Activities area of Campus Life. Maintain and promote use of the college's Turbovote platform to encourage students to become registered voters and access free voter education materials. (07/30/2021) **Budget/Resource Implications:** The college is entering year 2 of a two-year free access partnership with Turbovote, so no budget implication will apply in AY 2021-22. Rely on free or low-cost resources as basis for civic engagement programming.

Admin - Office of the Vice President for Student Affairs

Goal: Civic Engagement 2020-2021

Galvanize College and local community in partnerships. initiatives, and programs intended to highlight local, national, and global issues and facilitate positive interactions.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021

Admin - Office of the Vice President for Student Affairs

Goal: Civic Engagement 2020-2021

Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Continue and expand initiatives that bring the external community to the college. *** Benchmark:** Offer at least 2 opportunities for external community to engage in programs offered by the Division.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Three programs were offered that engaged the external community. One done in partnership with The Goodwill Theater and the others focused on politics, voting rights and activism. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to seek opportunities to bring the community to the college **What did you learn about your unit through this assessment cycle?:** Community members and organizations are more than willing to work with the college on initiatives. It is important to maintain relationships. It reminds community members that the college belongs to them. It is very challenging when there is no space to hold events that would bring the community to the college. The college needs to identify more opportunities for engagement and visibility.	**Action Plan:** Continue to offer opportunities for external community partnership and engagement. (06/04/2021)
Data Related - Maintain active memberships and engage in community based organizations. *** Benchmark:** Have 2 active memberships, or participate in 2 community based organizations or events.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met An active member of the Apalachin Chapter of Delta Sigma Thera Sorority Incorporated. Participate with Chamber of Commerce Women's Group. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to serve on Boards/Committees as time permits **What did you learn about your unit through this assessment cycle?:** Although it is incredibly important to maintain membership in the community, work/life balance is important as well. Hence I cannot accept every invitation. I will continue to participate as time permits.	**Action Plan:** Continue to participate in community programs or events. (06/04/2021)

Civic, Community Engagement, and Service Learning - Strategic Objective 3 - Foster the theory and practice of deliberative democracy

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 4: Civic Engagement, Community Engagement, and Service Learning

Create opportunities for all SUNY Broome community members to engage in activities that increase their awareness of, and appreciation for, the importance of being a socially just individual
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of civic and community engagement opportunities offered to students, strategic partnerships fostered by Campus Life staff involvement, and community-based economic development initiatives promoted by Campus Life staff. *** Benchmark:** 2020/21 Targets: o Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation o Campus Life staff provided opportunities and access to civic learning activities that positively influence students' lives and their communities o Campus Life staff served the community through proactive leadership related to economic development in the region **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation 2. Campus Life staff provided opportunities and access to civic learning activities that positively influence students' lives and their communities 3. Campus Life staff served the community through proactive leadership related to economic development in the region Evidence for completion of the three items listed above is contained in (1) the "Civic Engagement Promo Items" attachment in the Campus Life Fall 2020 Interim Report, and (2) the "Campus Life Events" attachment in the Campus Life AY2020-21 Final Report. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative programming efforts that target civic and community engagement, such as the Civic Engagement Advisory Board and Sustainability Committee. **What did you learn about your unit through this assessment cycle?:** At least one civic or community engagement outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	**Action Plan:** Meet with the college's civic engagement coordinator to develop shared programming with the Clubs, Orgs, Student Leadership and Activities area of Campus Life. Maintain and promote use of the college's Turbovote platform to encourage students to become registered voters and access free voter education materials. (07/30/2021) **Budget/Resource Implications:** The college is entering year 2 of a two-year free access partnership with Turbovote, so no budget implication will apply in AY 2021-22. Rely on free or low-cost resources as basis for civic engagement programming.

Civic, Community Engagement, and Service Learning - Strategic Objective 4 - Increase awareness of the impact of collaborative civic initiatives between the college and community

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 4: Civic Engagement, Community Engagement, and Service Learning

Create opportunities for all SUNY Broome community members to engage in activities that increase their awareness of, and appreciation for, the importance of being a socially just individual
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of civic and community engagement opportunities offered to students, strategic partnerships fostered by Campus Life staff involvement, and community-based economic development initiatives promoted by Campus Life staff. *** Benchmark:** 2020/21 Targets: o Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation o Campus Life staff provided opportunities and access to civic learning activities that positively influence students' lives and their communities o Campus Life staff served the community through proactive leadership related to economic development in the region **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation 2. Campus Life staff provided opportunities and access to civic learning activities that positively influence students' lives and their communities 3. Campus Life staff served the community through proactive leadership related to economic development in the region Evidence for completion of the three items listed above is contained in (1) the "Civic Engagement Promo Items" attachment in the Campus Life Fall 2020 Interim Report, and (2) the "Campus Life Events" attachment in the Campus Life AY2020-21 Final Report. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative programming efforts that target civic and community engagement, such as the Civic Engagement Advisory Board and Sustainability Committee. **What did you learn about your unit through this assessment cycle?:** At least one civic or community engagement outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	**Action Plan:** Meet with the college's civic engagement coordinator to develop shared programming with the Clubs, Orgs, Student Leadership and Activities area of Campus Life. Maintain and promote use of the college's Turbovote platform to encourage students to become registered voters and access free voter education materials. (07/30/2021) **Budget/Resource Implications:** The college is entering year 2 of a two-year free access partnership with Turbovote, so no budget implication will apply in AY 2021-22. Rely on free or low-cost resources as basis for civic engagement programming.

Admin - Office of the Vice President for Student Affairs

Admin - Office of the Vice President for Student Affairs

Goal: Civic Engagement 2020-2021

Galvanize College and local community in partnerships. initiatives, and programs intended to highlight local, national, and global issues and facilitate positive interactions.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Continue and expand initiatives that bring the external community to the college. *** Benchmark:** Offer at least 2 opportunities for external community to engage in programs offered by the Division.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Three programs were offered that engaged the external community. One done in partnership with The Goodwill Theater and the others focused on politics, voting rights and activism. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to seek opportunities to bring the community to the college **What did you learn about your unit through this assessment cycle?:** Community members and organizations are more than willing to work with the college on initiatives. It is important to maintain relationships. It reminds community members that the college belongs to them. It is very challenging when there is no space to hold events that would bring the community to the college. The college needs to identify more opportunities for engagement and visibility.	**Action Plan:** Continue to offer opportunities for external community partnership and engagement. (06/04/2021)
Data Related - Maintain active memberships and engage in community based organizations. *** Benchmark:** Have 2 active memberships, or participate in 2 community based organizations or events.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met An active member of the Apalachin Chapter of Delta Sigma Thera Sorority Incorporated. Participate with Chamber of Commerce Women's Group. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to serve on Boards/Committees as time permits **What did you learn about your unit through this assessment cycle?:** Although it is incredibly important to maintain membership in the community, work/life balance is important as well. Hence I cannot accept every invitation. I will continue to participate as time permits.	**Action Plan:** Continue to participate in community programs or events. (06/04/2021)

Admin - Physical Facilities and Maintenance

Admin - Physical Facilities and Maintenance

Goal: Garden plots

To complement both the recently completed Culinary and Event Center (CEC) and the Controlled Environment Agriculture initiative (CEA), consider development/conversion of campus property to garden plots (to be created, farmed and managed by SUNY Broome students) which would/could support the CEC, the SUNY Broome cafeteria and the Binghamton community in general.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Impact Assessment - An assessment of whether campus property developed into garden plots will occur with involvement and feedback from relevant stakeholders to support the college's workforce development programs and align with community needs. *** Benchmark:** An impact assessment of converting outdoor spaces to garden plots will be completed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CEC staff have been in communication with Volunteers Improving Neighborhood Environments (VINE), to create a potential partnership, instead of creating garden plots on campus property. (07/28/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Further exploration with community partners will occur by CEC faculty. **What did you learn about your unit through this assessment cycle?:** Collaboration with community organizations is important and might provide a more meaningful experience for students.	**Action Plan:** We will look at the area behind the daycare center, which was at once used as a garden as a possibility to explore for future on campus garden plots. Exploration of collaborations with community organizations will be explored by CEC faculty. (07/28/2021)

Civic, Community Engagement, and Service Learning - Strategic Objective 5 - Serve the community through proactive leadership related to economic development in the region

Admin - Campus Life (Dean of Students, Athletics, Housing, Student Activities, Student Conduct)

Goal: Goal 4: Civic Engagement, Community Engagement, and Service Learning

Create opportunities for all SUNY Broome community members to engage in activities that increase their awareness of, and appreciation for, the importance of being a socially just individual
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 07/01/2019

Means of Assessment	Results	Action Plans
Data Related - Track baseline numbers and types of civic and community engagement opportunities offered to students, strategic partnerships fostered by Campus Life staff involvement, and community-based economic development initiatives promoted by Campus Life staff. *** Benchmark:** 2020/21 Targets: o Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation o Campus Life staff provided opportunities and access to civic learning activities that positively influence students' lives and their communities o Campus Life staff served the community through proactive leadership related to economic development in the region **Related Documents:** CampusLife Fall 2020 Interim Report (2).pdf	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1. Campus Life staff actively participated in strategic partnerships and shared governance bodies which helped foster civic discourse and engagement via representation 2. Campus Life staff provided opportunities and access to civic learning activities that positively influence students' lives and their communities 3. Campus Life staff served the community through proactive leadership related to economic development in the region Evidence for completion of the three items listed above is contained in (1) the "Civic Engagement Promo Items" attachment in the Campus Life Fall 2020 Interim Report, and (2) the "Campus Life Events" attachment in the Campus Life AY2020-21 Final Report. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Campus Life areas will continue to be represented on campus-wide committees and workgroups to sustain and build upon collaborative programming efforts that target civic and community engagement, such as the Civic Engagement Advisory Board and Sustainability Committee. **What did you learn about your unit through this assessment cycle?:** At least one civic or community engagement outcome should be intentionally imbedded in every student engagement opportunity developed and implemented by Campus Life areas. **Related Documents:** CampusLife AY2020-21 Final Report.pdf CampusLife Fall 2020 Interim Report (2).pdf	**Action Plan:** Meet with the college's civic engagement coordinator to develop shared programming with the Clubs, Orgs, Student Leadership and Activities area of Campus Life. Maintain and promote use of the college's Turbovote platform to encourage students to become registered voters and access free voter education materials. (07/30/2021) **Budget/Resource Implications:** The college is entering year 2 of a two-year free access partnership with Turbovote, so no budget implication will apply in AY 2021-22. Rely on free or low-cost resources as basis for civic engagement programming.

Admin - Career, Transfer and Bachelor Partnership Department

Admin - Career, Transfer and Bachelor Partnership Department

Goal: Fostering partnerships with campus and community stakeholders.

Will foster partnerships with campus and community stakeholders through various outreach and engagement, including:
-Purple Briefcase faculty/staff and employer engagement
-Annual MLK Jr. Career Fair, in partnership with the NYS Department of Labor
-Recruitment events (on-campus interviews, tabling, information sessions)
-Career-related events (i.e.: career panels, mock interview events, etc.)
-Classroom presentations as requested by faculty
-Workshops on campus (i.e.: via the TRC)

Goal Status: Active

Planned Assessment Cycle: 2019 - 2020, 2020 - 2021

Start Date: 08/26/2019

Inactive Date: 05/18/2020

Means of Assessment	Results	Action Plans
Data Related - Will utilize Purple Briefcase, Big Interview and Focus2 reports to measure faculty/staff and employer useage. Will gather data regarding on-campus recruitment initiatives as well as career-related events to measure faculty/staff and employer relationships. Will utilize Starfish data to measure level of faculty engagement. *** Benchmark:** First cycle of unit assessment and will establish a benchmark based on this year's data. Beginning 2020-2021, we will aim for a 1% increase in campus and community stakeholder engagement. **Related Documents:** [Purple Briefcase active employer](#)	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met We will utilize hireHornets and Focus2 reports to measure faculty/staff and employer usage. We will gather data regarding on-campus recruitment initiatives as well as career-related events to measure faculty/staff and employer relationships. We will utilize Starfish data to measure level of faculty engagement. We recently switched our job platform from Purple Briefcase to hireHornets which is powered by College Central Network. This was implemented in March 2021. The Career and Transfer Services Department fostered partnerships with 1,126 campus and community partners during the 2020-2021 academic year. 23 classroom presentations were given for faculty, 410 students' attended workshops/events and 310 student's attended the classroom presentations. Sixty-eight student virtual interviews were held, 142 employers utilized hireHornets to connect with students and 308 jobs were posted by employers thru hireHornets. We held workshop to show employers the new job platform and to walk them through the new site. A total of 26 employers attend the sessions. This was also open to faculty/staff on campus sand 35 attend the workshops that were held. Additionally, staff from the Career and Transfer Services Department serve on numerous committees in the community related to workforce development where they engage regularly with community stakeholders (NYS Department of Labor, The Chamber of Commerce, GBEOP, The Agency, BT-	**Action Plan:** Use strategic outreach plans to employers in our community. We need to re-imagine on campus engagement with stakeholders and also get back out into the community to meet their needs and to foster relationships. (07/15/2021)

Admin - Career, Transfer and Bachelor Partnership Department

Goal: Fostering partnerships with campus and community stakeholders.

Means of Assessment	Results	Action Plans
accounts report 2019_2020.xlsx Purple Briefcase job activity report 2019_2020.xlsx Big Interview faculty useage report 2019_2020.docx Purple Briefcase faculty_staff useage report 2019_2020.xlsx	BOCES). It is important to note that the annual MLK Jr. Career Fair in partnership with the NYS Department of Labor and SPARK! did not take place this year due to COVID-19, as well as many other recruitment events and mock interviews, etc. Overall, COVID greatly impacted the way the Career and Transfer Services Department engaged with campus/community stakeholders.. (06/22/2021) **If your benchmark was not met, what changes do you plan to make to help achieve your goal?:** We plan to continue to offer more opportunities for employer relationships. We hope to be able to offer a Career Fair this upcoming year, more workshops/events, classroom presentations and interviews for our students. **What did you learn about your unit through this assessment cycle?:** There is a strong connection to employers and partners on campus and in the community, but a more strategic approach is still necessary, which should include workforce development partners. **Related Documents:** hireHornets job activity report Spring 21.xls hireHornets active employer accounts report Spring 21.xls Appt_Events_Classroom Presentations_CTS_ 8.31-5.31.xlsx	

Admin - Institutional Effectiveness

Goal: Labor Market Analysis

The office will seek funding to purchase and implement a 3rd party platform to provide labor market trend analysis to inform academic master planning, program reviews, fiscal program health, and meet local workforce needs.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Seek funding source for a 3rd party	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met	**Action Plan:** In the next academic

Admin - Institutional Effectiveness

Goal: Labor Market Analysis

Means of Assessment	Results	Action Plans
platform to provide labor market analysis to ensure alignment with programs to local workforce needs. *** Benchmark:** Labor market analysis software is available to aid in program planning that ensures relevancy, currency, and local workforce needs of academic programs.	Review of Burning Glass and EMSI was conducted Fall 20-March 21. EMSI was selected as the vendor of choice. Budget request was submitted with funding approved to purchase Analyst platform and to engage in an Economic Impact Study. Vendor contracts completed and signed 4/1/21. Analyst platform implemented. Economic Impact Study is underway with data surveys completed and submitted to EMSI May 2021. Program overviews were completed utilizing EMSI data to show completions, job projections. Currently working on integrating use of EMSI data into the PR process, marketing strategies, which will become a goal next year. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue to work on full exploration of the system and various ways to infuse this data into current processes. **What did you learn about your unit through this assessment cycle?:** In order to make effective decisions related to workforce alignment with programs, data analytics are essential. This platform positions the college to be able to effectively do this.	year, we will continue to work on infusing labor market data into our current processes, such as within the program review process. This will aid in strategic decision-making for college stakeholders. (07/02/2021)

Admin - SEO- Admissions Office

Goal: Goal 3: Develop recruiting model, and a complete enrollment interface, for 7 week programs

(MarCom/Admissions, co-owned goal) Work with participating programs to develop special enrollment communications, web checklists and other materials to facilitate enrollment in 7 week programs. Define target audiences and work with MarCom to develop micro-sites. Create at least one clear path from inquiry to registration for a student seeking enrollment in a 7 week program. These new elements may require additional triggers in the application and considerations at other key milestones.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 02/19/2021
Inactive Date: 04/29/2022

Means of Assessment	Results	Action Plans

Admin - SEO- Admissions Office

Goal: Goal 3: Develop recruiting model, and a complete enrollment interface, for 7 week programs

Means of Assessment	Results	Action Plans
Program/Project Development - The new application interface is completed by the new recruitment cycle and tested in STUT, BannerCore, Banner Student Processing, SLATECore, and Marketing Website development and design. *** Benchmark:** Program specific communications, checklists, and printed materials developed to highlight the 7 week programs. Micro-sites are developed and ready for publication. Application type is developed in the SLATE CRM system differentiating the 7 week program applicants with integration into the Banner Student Processing System (IT collaboration) and Constituo file clean up for incoming student data. Coding for brand new student type done by IT. **Resource Requests:** Funds for developing marketing materials and staff hour allotments to create a brand new interface for this enrollment type.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The Marketing Office along with Admissions developed an inquiry form to collect interest in the 7 week program on our website. Content has been placed and highlighted in social media, billboards, and SLATE communications are in the process of being developed and tested for the next enrollment cycle. The application type was left "as-is" as the 7 week programs are not new program specific offerings at SUNY Broome. It is up to the department chair to communicate and enroll students in the format desired. (07/19/2021) **What did you learn about your unit through this assessment cycle?:** Funds are needed for quick marketing materials development.	**Action Plan:** We will continue developing 7-1-7 course offering campaigns and SLATE communications to better support our SUNY Broome community. Additionally, Admissions will promote these course formats in our Admissions presentations and materials. (07/27/2021)

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: 20-21: Identify courses and audience, and promote offerings via Unmudl

Add and fully market 5-10 strategic courses via Unmudl each semester. Promote them to targeted audiences with cross marketing via Socialtech.ai. work with programs to

Admin - SEO-Marketing, Communications and Public Information (MARCOM)

Goal: 20-21: Identify courses and audience, and promote offerings via Unmudl

create at least 3 bridging/recruitment opportunities.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/11/2021
Inactive Date: 01/28/2022

Means of Assessment	Results	Action Plans
Program/Project Development - Post 4 adds to Facebook for the Spring 2021 courses. *** Benchmark:** Develop, write and post specific promotions related to current course offerings. Posts will then be targeted and boosted to better direct the advertising to interested populations.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A total of 35 courses were added to Unmudl between Spring and Summer 2021. Of these, four were developed with the assistance of the Business Information Technology program to be bridging/recruitment opportunities. A total of 19 posts were made on Facebook advertising courses for the Spring 2021 semester. Some of these posts were also shared with the marketing team at Socialtech.ai. for cross marketing. (08/18/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to develop and promote courses that could lead to interest in SUNY Broome degree courses or possible micro-credentials. We are currently meeting with the marketing team at Socailtech.ai. to continue joint efforts. **What did you learn about your unit through this assessment cycle?:** Communication with SocialTech for cross marketing helped gain insight and determined interest.	**Action Plan:** To better focus on this effort, the goal will be archived and moved to another sub-division of Enrollment Management. (08/18/2021)

Admin - STEM Division

Goal: Goal 3 : Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs

Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs
Goal Status: Active
Planned Assessment Cycle: 2019 - 2020, 2020 - 2021
Start Date: 08/26/2019

Means of Assessment	Results	Action Plans
Program/Project Development - STEM Pathway Curriculum Worksheets Developed for	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met STEM Degree program pathway worksheets were completed for every STEM degree	**Action Plan:** Support training for HighSchool Counselors on how to use the worksheets in conjunction

Admin - STEM Division

Goal: Goal 3 : Create stackable educational pathways/credentials for K-12 institutions and workforce into STEM Division Programs

Means of Assessment	Results	Action Plans
HighSchools *** Benchmark:** Pathways Worksheets Developed **Resource Requests:** FF Coordinator; Assistant to the Dean; MarCom Support	program; Draft forms created and reviewed by Counselors; Involvement from Career Center, MarCom and FF Coordinator to support the effort (05/18/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** FF Coordinator will maintain currency of worksheets along with annual review of the worksheets by the STEM Division Chairpersons **What did you learn about your unit through this assessment cycle?:** Some of our programs needed clarification on courses expectations; We identified an opportunity for more consistent messaging about each program; project allowed us to clarify course sequencing within programs.	with the newly created STEM Viewbook (05/18/2021) **Budget/Resource Implications:** MarCom and FF program will need to monitor use of the materials and use their budget resources for print materials etc. if needed. These can be a resource for Admissions events and HighSchool Couselors **Follow-Up:** Pathways program forms completed; awaiting additional information input for contacts etc to be added by FF Coordinator along with cleaning up the docs so they are aesthetically templated/branded similiarly. (08/03/2021)

Goal: Goal 5: Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.

Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Identify equipment in need of upgrades/replacement and develop an equipment replacement plan *** Benchmark:** Equipment identified and replacement plan developed. **Related Documents:**	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Spring 2021 semester - An equipment list, replacement and cost estimates, was created. (06/23/2021) **What did you learn about your unit through this assessment cycle?:** The STEM division has a variety of equipment needs that periodically need to be reassessed and updated.	**Action Plan:** Evaluate equipment needs annually (08/03/2021)

Admin - STEM Division

Goal: Goal 5: Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.		
Means of Assessment	*Results*	*Action Plans*
2021-22 Tech FeeSTEM with notes.xlsx MET EET Technology Dollars_Rev 3.xlsx	**Related Documents:** STEM Equip List.xlsx	
Identify and secure resources for equipment replacement based on Divisional priorities *** Benchmark:** Resources identified and secured.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Review of equipment requests at Divsion Council with prioritization; resources identified (Perkins, Ahern, TechFee, other grants) (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to prioritize and review equipment needs for short and long-term equipment replacement planning **What did you learn about your unit through this assessment cycle?:** Some equipment is very outdated and needed replacement in order for the program to remain relevant **Related Documents:** STEM Equip List.xlsx MET EET Technology Dollars_Rev 3.xlsx	**Action Plan:** Multiple equipment priorities were part of the Perkins grant request and submitted in June 2021; utilize remainder of grants and tech fee funding to support remainder of prioritized equipment requests. (08/03/2021) **Budget/Resource Implications:** Tech Fee funds required along with continued grant funding and support from operational budget to fill in budget shortfall to ensure equipment needs are met.
Identify, acquire and distribute technology to help instructors more effectively teach at a distance *** Benchmark:** Faculty access to technology . **Resource Requests:** Support from IT to assist in quotes, set up equipment.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met IT support was responsive to technology needs and met with faculty as needed to determine technology issues and provide solutions. (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to engage IT as needed. **What did you learn about your unit through this assessment cycle?:** Creative solutions were found and worked with IT to determine resources needed.	**Action Plan:** Determine more fully specific technology instructional needs (equipment and instructional PD to effectively teach as a distance). (08/03/2021) **Budget/Resource Implications:** Support from IT and the TRC
Review and update Advisory Board membership. *** Benchmark:** All STEM Advisory Boards are reviewed and updated.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CIV MET and EET were reviewed (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Review of membership annually	**Action Plan:** Continue to update and review membership annually. (08/03/2021)

Admin - STEM Division

Goal: Goal 5: Evaluate program resources annually, prioritize needs, request and utilize funding sources to meet programmatic needs.

Means of Assessment	Results	Action Plans
	What did you learn about your unit through this assessment cycle?: Members were willing to participate in the ABET ETAC self-study and contribute to the success of the self-study and site visit	

Strategic Goal 6: Strategic & Continuous Improvement

20-21 Accomplishments

SUNY Broome Community College 2017 - 2022 Strategic Goals and Objectives

Vision: Learning today, transforming tomorrow.

Mission: SUNY Broome Community College supports all members of the learning community by creating access to inclusive, diverse educational experiences. Success is achieved through the provision of innovative academics, transformative student support, and meaningful civic & community engagement.

We realize our mission by fostering an environment that exemplifies the college's institutional goals to the highest quality.

Strategic Goal 6:

STRATEGIC AND CONTINUOUS IMPROVEMENT: We continue to take full responsibility for our institutional outcomes to continuously improve and fulfill our college mission. Goal 6. Enhance assessment and decision-making that is grounded in reflective practices to best align existing and emerging initiatives, fiscal capacity, and human resources with the college mission.

Strategic and Continuous Improvement - Strategic Objective 1 - Develop a more robust and integrative data infrastructure in order to engage in a "culture of evidence" when developing initiatives that align with the college mission

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 6 Strategic and Continuous Improvement: 1.   Prepare for the March 2021 Middle States team visit:

o   BPS faculty (teaching and non) will actively serve on multiple Middle States work groups and BPS program and course assessment will be conducted and entered into Nuventive.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program/Project Implementation - Middle States work-group reports, and program and course assessments, will be reviewed by the Dean . *** Benchmark:** 100%	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met • The following faculty served on the Middle States groups: o Gian Roma, Standard 1 (chair), Steering Committee o Erin Frye, Standard 2 (co-chair), Steering Committee o Lauren Bunnell, Standard 2 o Darin Schmidt, Standard 4 o Denise Wells, Standard 5 o Lee Heron, Standard 5 o Pat O'Bryan, Standard 6 • BIT assessed and entered SLOs per the assessment schedule developed with Dean Kim McClain. • BIT completed the New Media Design Certificate Program Review during the 2020-2021 academic year, and discontinued offering. • CJES assessed SLO #1 & #2 in all courses, and entered the data into Nuventive.	

Admin - Business and Professional Studies Division

Goal: 2020-2021 Strategic Goal: 6 Strategic and Continuous Improvement: 1.   Prepare for the March 2021 Middle States team visit:

Means of Assessment	Results	Action Plans
	• Hospitality Programs adhered to BPS division procedures for Nuventive data entry. (05/19/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Entering assessment results into Nuventive is an ongoing process that will provide the needed information for the next Middle States accreditation. **What did you learn about your unit through this assessment cycle?:** Chairs continue to work with the Dean of IE and meet the requirements, as established, to provide assessment for programs and courses.	

Admin - Health Sciences Division

Goal: 1: Provide Informational and Support Resources for HS Division Educational Assessment

Provide Informational and Support Resources for HS Division Educational Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Provide HS Division with timely information regarding Middle States Self-Study *** Benchmark:** HS Division members have access to documents related to the MS self-study. **Resource Requests:** HS committee representatives sharing information; Dean; Division Cncl dissemination of information.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Updates a regular part of Division Council (08/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to include updates and dissemination of information on Div Cncl agenda **What did you learn about your unit through this assessment cycle?:** Adding this to the agenda kept Divsion Cncl members informed and enabled more points of information sharing to occur across departments	**Action Plan:** Continue to share updates on the MS follow up report from the team and actions or discussions taken (08/04/2021)
HS chairpersons will provide updates on Self-Study, Program Review or Self-Study Follow-up reports at	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Updates and progress reported (08/04/2021)	**Action Plan:** Continue to utilize internal resources (IE and faculty within programs) to support

Admin - Health Sciences Division

Goal: 1: Provide Informational and Support Resources for HS Division Educational Assessment

Means of Assessment	Results	Action Plans
Division Council. *** Benchmark:** Updates provided by chairpersons.	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to include on Div Cncl Agenda and follow-up with PR or self-study writers to ensure timeline for completion is met **What did you learn about your unit through this assessment cycle?:** Accrediting timelines keep self-study completion on track and support from IE and faculty in the programs is an essential component to success **Related Documents:** [2020-2021 HS Division Council Assessment Reporting.docx](#)	completion; Continue with timely feedback on self-study or PRs (08/04/2021)

Goal: 2: Complete all HS Division Self-Studies, Program Reviews and Course Assessment

Complete all HS Division Program Self-Studies, Program Reviews and Course Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Self-Studies and Program Reviews will be completed. *** Benchmark:** All scheduled program reviews will be completed. **Resource Requests:** Office of IE Support Resources (Timeline, PR data, PR Guide)	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met CLT self-study site visit completed October 15 2020 (follow up decision by NAACLS - accreditation for 10 yrs) DH Self-Study submitted to CODA (site visit scheduled Sept 29-30) HIT Self-Study submitted to CAHIIM (site visit scheduled Oct 7-8) NUR Focused Follow-up Report submitted to ACEN March 2021 Health Studies AAS/AS PR completed (External Team Review scheduled Aug 5 2021) PTA Focused Follow-up Report submitted to CAPTE March 2021 MA Self-Study submitted to CAAHEP June 2021 (site visit Oct 28-29) (08/04/2021)	**Action Plan:** Continue to support chairperson release time; utilize IE resources to the greatest extent possible to support timely completion of self-studies/PRs Determine supplemental information needed for internal reporting for accredited programs (08/05/2021)

Admin - Health Sciences Division

Goal: 2: Complete all HS Division Self-Studies, Program Reviews and Course Assessment

Means of Assessment	Results	Action Plans
	If you met your benchmark, how will you maintain your ability to keep meeting goals?: Provide needed support as requested; work with IE as needed and utilize resources that may be available **What did you learn about your unit through this assessment cycle?:** IE support and time to write and coordinate visits requires chairperson release time dedicated to completing self-studies by accreditor and institutional deadlines **Related Documents:** NAACLS Continuing Accred Letter 5_24_2021.pdf Program Review Schedule 2021 revSu2021.xlsx	
Work with IE on a modified PR for all accredited programs *** Benchmark:** Outline of tentative PR for accredited programs. **Resource Requests:** IE and Dean support; chairpersons	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Action Plan template used for all PRs for 2 and 5 year goal development was provided by IE in June 2021; all programs moving forard will complete at the conclusion of the self-study (08/05/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will use action plan template **What did you learn about your unit through this assessment cycle?:** Self-studies meet the standards for content inclusion for program accreditator review; the action plan template can be used to develop enrollment, retention, and assessment goals **Related Documents:** Action Plan Template for PR BLANK.docx	**Action Plan:** Complete action plan template for all completed self-studies (08/05/2021)

Admin - Institutional Effectiveness

Goal: IE Plan and Campus Culture Assessment

To ensure institutional effectiveness, the IE Office will implement the IE Assessment Plan and develop strategies to enhance campus culture of data utilization to inform decision-making and continuous improvement based on assessment data.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Admin - Institutional Effectiveness

Goal: IE Plan and Campus Culture Assessment

Means of Assessment	Results	Action Plans
Program/Project Implementation - Implement and communicate IE Assessment Plan. Facilitate completion/revision of program ILO maps and conduct an assessment of the general education program. Implement strategies to promote ongoing communication about assessment and improvement plans. Revise IE website to enhance communication and transparency, about assessment and access to institutional data and reports. *** Benchmark:** The campus is knowledgeable of the IE Assessment Plan which provides structure for assessment processes at the college. All programs have current ILO maps and the general education program is assessed with results communicated. Campus-wide communication about assessment results and plans for continuous improvement enhances culture of assessment at the college. Website provides meaningful resources and information in an easily accessible manner for the college to improve communication and reporting related to assessment.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met IE Assessment Plan revised and implemented Fall 2020. Continue to communicate. Revise including administrative program reviews, assessment of master plans annually. Facilitated review of program ILO maps to ensure capture of college ILOs. All programs have an ILO map on file. General education course assessment results compiled and shared with the general education committee. Data Book completed and shared 12/20. Published on IE website. Broome Zoom held 3/1/21 to discuss faculty assessments and continuous improvement. Program reviews presented to CAI. Program Review Professional Development May 2021. IE website was revamped Fall 2020 and document repositories created for assessment goals and plans, program review documents to ensure transparency and campus access. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** During the program review process, a review of ILO maps and assessment data is conducted to ensure ILO achievement within programs. The IE Office will continue to publish an annual Data Book and communicate availability campus-wide. The IE website will continue to be enhanced with additional resources to provide resources and support to aid in campus-wide assessment activities. The IE Assessment plan will be reviewed annually to assess effectiveness and revised as needed. **What did you learn about your unit through this assessment cycle?:** Communication and support for assessment related activities is crucial to their success. We will continue to look for opportunities to communicate data and for faculty and staff to communicate assessment plans and results. **Related Documents:** IE website Institutional Effectiveness Assessment Plan.pdf	**Action Plan:** We will continue to enhance the IE website to provide useful resources and support to the campus. The IE Assessment plan will be enhanced this coming year to include a process for regular assessment of campus master plans. This will be a goal in the next year. (07/02/2021)

Admin - Institutional Effectiveness

Goal: Data Reporting & Culture of Evidence

To improve the efficiency of the IE Office and ensure timely communication about data, the office will review its processes and implement measures to better allocate human resources and align data reporting with campus needs.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
To ensure SUNY and IPEDS deadlines are met, develop a tracking tool, in conjunction with ITS. Review IE reports in Argos to eliminate redundancy and expand capacity for easily accessible data. Review and develop reports for the IE Dashboard to address commonly requested data needs. Review National Clearinghouse submission process, and features of the system to enhance transfer data reporting. Develop an IE calendar that lists report due dates, and outlines timelines for processes to streamline work flow. Develop a data governance policy to provide guidance on data security. *** Benchmark:** SUNY and IPEDS surveys are completed in a timely manner with clear communication between departments about responsibilities. Argos reports will have necessary data to meet campus requests without the need for manual data analysis.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met A SUNY Calendar of Surveys developed in conjunction with ITS by 9/20. Updated Institutional Profile report to better serve our needs and to develop future Enrollment and Retention dashboards. Added dual major, fall:fall retention, attempted and earned credits, BAP students identifier, degrees earned column. Using the Institutional Profile report, we worked on developing a new and dynamic dashboard. Dashboard is still in process but dashboards for retention and enrollment data have been created, which can be sliced by various demographics and variables. IE staff have utilized the dashboard for completion of some data requests. Exploring partnership with the Post-secondary Data Partnership in lieu of the VFA. The IE Office attended webinars on this tool on 1/14/21: Postsecondary Data Partnership: Making the Most of Your Institution's Data and 1/28/21: Postsecondary Data Partnership: Metrics that Matter. An Incremental Budget Request was submitted on 3/1/21 for $2,000 to purchase partnership with the PDP. IE calendar with all SUNY, IPEDS, MSCHE reports, assessment and planning activities aligned with budget activities was developed. Conducted a review of other institutional Data Governance Policies. Will continue goal next year. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** On an annual basis, we will update the created calendars to ensure timely reporting of data to external constituencies. **What did you learn about your unit through this assessment cycle?:** Streamlining data	**Action Plan:** Completion of the dynamic dashboard and Data Governance Policy will continue into the next year. (07/02/2021)

Admin - Institutional Effectiveness

Goal: Data Reporting & Culture of Evidence

Means of Assessment	Results	Action Plans
Automatic access to common data requests will provide accessible information to the campus and decrease data inquiries. Use of resources through the National Clearinghouse promotes enhanced transfer data reporting and tracking of student outcomes. An organized streamlined work flow provides for efficiency and ensures deadlines are met. A data governance policy exists for the campus to maintain security of data.	collection and reporting processes requires collaboration from numerous offices. Revising a current process can be time-consuming but provides for enhanced efficiency and accuracy. **Related Documents:** IE Calendar.docx IR Calendar.xlsx	

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal: 6 Strategic and Continuous Improvement

Continue to take full responsibility for our institutional outcomes by effectively utilizing outcome data to continuously improve and fulfill our college mission.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Prepare for the March 2021 Middle States team visit: Goal: successful spring 2021 visit with no follow up. This includes: Oversee the completion and submission of the MS report Provide ongoing communication to	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Goal: Prepare for the March 2021 Middle States team visit: Goal: successful spring 2021 visit with no follow up. - Completed. All standards were met. MS meeting in June 2021. Goal: Oversee the completion and submission of the MS report. Completed	**Action Plan:** Work with the feedback and the things that we learned through the MS process (06/08/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal: 6 Strategic and Continuous Improvement

Means of Assessment	Results	Action Plans
the campus about the Middle States process. Provide opportunities to all campus constituents to participate in the Middle States process and self-study by obtaining feedback about the drafted self-study. Activities: Middle States Co-Chairs: Hold three forums in the fall; two for faculty/staff and one for students o Share draft of self-study with the Steering Committee o Incorporate feedback from forums and Steering Committee into self-study Academic Affairs Leadership: Develop sample Middle States questions o Provide updates about self-study as a standing item at each division/department meeting VPAA: Provide MS updates through shared governance bodies *** Benchmark:** Middle States Self-Study report is completed by deadline with a successful site visit requiring no follow-up.	Goal: Provide ongoing communication to the campus about the Middle States process. Completed Goal: Provide opportunities to all campus constituents to participate in the Middle States process and self-study by obtaining feedback about the drafted self-study. Activities: 1. Middle States Co-Chairs: Hold three forums in the fall; two for faculty/staff and one for students -Share draft of self-study with the Steering Committee. Completed -Incorporate feedback from forums and Steering Committee into self-study. Completed 2. Academic Affairs Leadership: Develop sample Middle States questions -Provide updates about self-study as a standing item at each division/department meeting. Completed -VPAA: Provide MS updates through shared governance bodies. Completed (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	
Program/Project Implementation - Implement Institutional Effectiveness Assessment Plan campus-wide by sharing with all	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed but still ongoing revisions. (06/08/2021)	**Action Plan:** Ongoing revisions (06/08/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal: 6 Strategic and Continuous Improvement

Means of Assessment	Results	Action Plans
governance bodies, CAO and EC. *** Benchmark:** Institutional Effectiveness Assessment Plan is implemented and shared campus-wide by 12/20.	**What did you learn about your unit through this assessment cycle?:** n/a	
Institutional Reports - Review the results of the Data Book and develop campus wide goals to improve identified metrics. *** Benchmark:** By 10/20 goals developed based on Data Book and identified metrics.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met In process. Completed, but new goals will be formed for 2021-22. (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** New goals will be formed for 2021-22 (06/08/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 6: Strategic and Continuous Improvement

Continue to take full responsibility for our institutional outcomes to continuously improve and fulfill our college mission.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Prioritize initiatives informed by data to address community and student needs, in alignment with the college's mission and values. • Provide monthly/periodic assessment reports on operating budget, payroll, contracted services,	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met At the biweekly College Assembly meetings, the VPAFA provides an overview of the college budget and finances. Two campus-wide professional development events were held this past year to provide the campus with an overview of the college budget, how FTEs are calculated, and how section management is determined. Weekly Executive Council meetings are attended by the VPAFA during which time he presents budget updates, including the planned operating budget prior to Board of Trustee, county, and SUNY submission. Cash flow	**Action Plan:** The Finance Division will continue to review current processes and reports, and revise as needed to meet campus stakeholder needs to aid in decision-making. (07/30/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 6: Strategic and Continuous Improvement

Means of Assessment	Results	Action Plans
student enrollment, section management/ratios, cash flow statements to stakeholders (board, shared governance, labor/management committees, executive council, VP's, Chairs, Directors). *** Benchmark:** Monthly assessment reports provided to stakeholders.	statements were developed this past year and presented to the Board of Trustees to provide information about current cash flow. Budget documents were provided to labor/management committees as requested, and as part of negotiation processes. Weekly Academic Leadership meetings are attended by the Budget and Institutional Effectiveness Specialist, during which time current enrollment and FTE trends, annual FTE trends for both fall and spring, and current course section counts are presented. This data is utilized to aid in section management, which provides for financial viability of the college. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Finance Division will continue to review current processes and reports, and revise as needed to meet campus stakeholder needs to aid in decision-making. **What did you learn about your unit through this assessment cycle?:** Transparent and regular communication about college finances provides for a well informed campus and aids in effective decision-making, grounded in data.	
Data Related - Prioritize initiatives informed by data to address community and student needs, in alignment with the college's mission and values. •　　Analyze and assess SUNY peer community college rankings of a comprehensive list of financial, funding and efficiency metrics associated with College operations. *** Benchmark:** The college is ranked as compared to other SUNY community colleges and data analyzed to inform metrics associated with college operations.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met SUNY Broome ranks fourth highest in instructional costs, fifth highest in academic support costs, and fifth lowest in administration costs. The college is also the 9th highest on the SUNY financial strength benchmark. This data indicates that the college has a sustainable operation and informs decision-making related to college operations to improve sustainability and provide an adequate fund balance. The 2018-19 fiscal year SUNY NYS Community College Annual Report summary data were utilized for the Budget Fundamentals presentations to the campus. The VPAFA shares this data with Executive Council, the Board of Trustees, and the College Assembly. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Finance Division will continue to update the college's SUNY rankings and informing the campus of results to ensure transparency and communication about college finances. Decision-making to improve sustainability and ensure an adequate fund balance will be made based on new information received. **What did you learn about your unit through this assessment cycle?:** While the college is ranked 9th in financial strength composite ratios, we are just inside the "green" area, which indicates we should continue to work towards maintaining/improving these scores.	**Action Plan:** While the college is ranked 9th in financial strength composite ratios, we are just inside the "green" area, which indicates we should continue to work towards maintaining/improving these scores. (07/30/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 6: Strategic and Continuous Improvement

Means of Assessment	Results	Action Plans
Data Related - Prioritize initiatives informed by data to address community and student needs, in alignment with the college's mission and values. • Assess the volume and nature of student written appeals to identify and address root cause(s) of issues and implement refinements to the operations and/or processes of the College in order to maintain at least a 99.95% student non-appeal/acceptance rate and continue to review and assess both the volume and nature of student written appeals to identify. *** Benchmark:** Maintain at least a 99.95% student non-appeal/acceptance rate; volume and nature of student appeals are reviewed and assessed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The College achieved the benchmark with a 99.96% student non-appeal acceptance rate for the total volume of student bills issued for the academic year. The total volume of student bills which were appealed was less than 100, with 16 appeals approved for medical conditions, 12 appeals approved due to College (advising, faculty, admissions, registrar, IT) error and 5 appeals granted due to a documented emergency. A root cause analysis is done on each College error with a corrective action plan inclusive of revised procedures, clarifying communications on the website, and/or staff information sharing and/or training. More than 50% of the student appeals were denied, primarily due to students not dropping a course(s) by the deadline or for non-emergency reasons. The College will continue to document each student complaint/appeal regarding their semester's bill to identify and address College operations, processes and communications which can be improved. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The College will continue to document each student complaint/appeal regarding their semester's bill to identify and address College operations, processes and communications which can be improved. **What did you learn about your unit through this assessment cycle?:** More than 50% of appeals were denied due to students not dropping a course by the deadline or for non-emergency reasons.	**Action Plan:** The College will continue to document each student complaint/appeal regarding their semester's bill to identify and address College operations, processes and communications which can be improved. Due to the fact that more than 50% of appeals were denied due to failure to drop a course, enhanced communication strategies will be explored and implemented to reduce this number. (07/30/2021)

Admin - SEO- Admissions Office

Goal: Goal 2: Implement Applicant Communications in SLATE-Aligns with the Academic Affairs Strategic Goal 4.2

Implement all initial applicant communications through the SLATE CRM system including enrollment steps and program specific campaigns.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 05/01/2020

Admin - SEO- Admissions Office

Goal: Goal 2: Implement Applicant Communications in SLATE-Aligns with the Academic Affairs Strategic Goal 4.2

Inactive Date: 09/14/2022

Means of Assessment	*Results*	*Action Plans*
Data Related - Track total number of Applicant Communications being sent via SLATE *** Benchmark:** 80% of all application responses/communications conducted via slate from Dec 15 - June 30. Program campaign are developed and implemented in SLATE. **Resource Requests:** Funds for SLATE trainings, innovation camps, and seminars. Ability to take out time out of day to day responsibilities to train staff on the deliver campaigns and communication system via SLATE.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The Office of Admissions implemented all initial enrollment communications in SLATE. Application and acceptance triggers are resulting in automated messages to inquiries and applicants using the official SUNY Broome portal on the website. Program campaigns are being developed and implemented between July 2021-September 2021 in the form of department chair "Welcome letters" and "More information about X program attached below" campaigns. (07/08/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** We will continue cross-training staff on campus (academic advising is the main priority for the 2021-2022 calendar year) and empowering departments to submit communications and campaigns they'd like to implement for their programs. **What did you learn about your unit through this assessment cycle?:** The Office of Admissions worked with our SLATE consultant and other Community Colleges on timestamping campaigns and creating meaningful communications for our students.	**Action Plan:** For next year, we will implement SLATE texting and campaigns about SUNY Broome's campus life, athletics, housing, and things to do in the area. (07/08/2021) **Budget/Resource Implications:** A PT Staff Assistant Dedicated to SLATE implementation, form maintenance, creation of triggers/codes, and Deliver communications Resources for training and seminars Funds for travel to SLATE conferences Time to take from everyday tasks

Admin - STEM Division

Goal: Goal 1: Provide Informational and Support Resources for the STEM Division Educational Assessment

Provide Informational and Support Resources for the STEM Division Educational Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	*Results*	*Action Plans*
Informational and support resources for assessment have been provided *** Benchmark:** Up-to-date information and document access for assessment is provided.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PR cycle and department reporting of progress towards PR completion part of division council agenda; Middle States updates also provided. (08/03/2021)	**Action Plan:** Continue to include progress reports and discussion (08/03/2021)

Admin - STEM Division

Goal: Goal 1: Provide Informational and Support Resources for the STEM Division Educational Assessment

Means of Assessment	Results	Action Plans
Resource Requests: Communication tools (MyCollege); Staff to support timely uploads after completion	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to place assessment updates on Div Cncl Agenda **What did you learn about your unit through this assessment cycle?:** Reporting out on PR progress and course assessment needs to be more focused with some tangible action items to discuss regarding progress in each assessment area (Prs and course assessment)	
STEM PR updates provided by Chairperson at Division Council regarding PRs taking place in the respective department._copy *** Benchmark:** Division Council members will provide updates on status of PRs on a regular basis.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met PR updates provided (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to include on Division agenda with specific achievements through out academic year--highlighting accomplishments throughout the process **What did you learn about your unit through this assessment cycle?:** More sharing of approach and 'best practices' in writing PRs is needed	**Action Plan:** Offer opportunities to highlight and share what was learned about the program; specific approaches that supported writing the PR etc (08/03/2021)
PR's completed will be accessible in STEM Division MyCollege folder. *** Benchmark:** PR's are accessible in MyCollege upon completion. **Resource Requests:** Secretarial support	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Uploaded in MyCollege and filed in IE office (08/03/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Secretarial support **What did you learn about your unit through this assessment cycle?:** Secretarial support needed to upload documents in a timely manner	**Action Plan:** Continue to upload PRs into the STEM Division My College Folder for all division access and transparency. (08/03/2021)

Goal: Goal 2: Complete all STEM Division Program Reviews and Course Assessment

Complete all STEM Division Program Reviews and Course Assessment
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/31/2020

Means of Assessment	Results	Action Plans
Program Review recommendations will have a timeline for implementation and periodic,	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Engineering Science AS and Environmental Science AS Action Plans Developed (08/03/2021)	**Action Plan:** Action Plans are in the document repository and uploaded into MyCollege for all STEM

Admin - STEM Division

Goal: Goal 2: Complete all STEM Division Program Reviews and Course Assessment

Means of Assessment	Results	Action Plans
systematic data collection defined as a road map for continuous improvement. *** Benchmark:** Action Plan Developed (Part 10 of PR Study) **Resource Requests:** Office of IE Data Support **Related Documents:** Environmental Science Action Plan Annual Progress Update Program SPRING 2021 (2).pdf Engineering Science Action Plan Annual Progress Update 5_21_2021.pdf	**If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Meeting regularly with faculty to ensure open communication about resources needed to achieve goals. **What did you learn about your unit through this assessment cycle?:** The PR action plans are driving informed decisions using data and external constituency feedback for meeting PLOs and enrollment targets. **Related Documents:** ENV AS Annual Action Plan Progress Update 2020-2021.pdf EGR AS Annual Action Plan Progress Update 2020-2021.pdf	Division (08/03/2021) **Budget/Resource Implications:** Specific support as outlined in the action plan reports

Strategic and Continuous Improvement - Strategic Objective 2 - Research and implement best practices that support the long-term vision of student success

Admin - Enrollment & Retention

Goal: Compile existing retention practices

Compile comprehensive information on existing retention practices

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 01/25/2021
Inactive Date: 05/19/2021

Means of Assessment	Results	Action Plans
Program/Project Development - - Meetings will be conducted with all program chairs -Meetings will be conducted with Academic Coaches -Meetings will be conducted with Student Support Service staff -Audit of how Starfish is supporting existing retention strategies *** Benchmark:** After all meetings are conducted, information will be compiled into a Google Document showing the evidence of existing retention strategies.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met I received information from Academic Coaches, Student Support Service staff, and about 75% of program Chairs about current retention practices. There are a lot of great practices (internship opportunities, applied learning, career courses, capstones, first-year seminars, etc.) happening on campus, but they are inconsistent among programs. Some academic programs require field experience, while others only have it as an elective; some programs require a first-year seminar and a capstone course, connecting classrooms to careers and after; some programs incorporated learning communities in their programs. The next step is to look at which academic programs have certain practices and their persistence rates to see if there is a correlation. (06/15/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** I would like to explore whether there is a correlation between specific practices and program's persistence rates. **What did you learn about your unit through this assessment cycle?:** There are a lot of great practices that impact retention and persistence happening on campus, but they are inconsistent among programs **Related Documents:** Campus Retention Practices.pdf Chair Notes - Initial Retention Meetings.pdf	**Action Plan:** The initial conversations with Chairs was good to introduce myself and this role, but there needs to be a more strategic conversation with each Chair and their retention goals. Gina and I plan to meet with Chairs as part of their program review process to discuss their retention and enrollment goals and how they can meet those goals. Further, we plan to create a professional development series based on retention practices to introduce different retention strategies to faculty. (07/06/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal: 6 Strategic and Continuous Improvement

Continue to take full responsibility for our institutional outcomes by effectively utilizing outcome data to continuously improve and fulfill our college mission.

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal: 6 Strategic and Continuous Improvement

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Prepare for the March 2021 Middle States team visit: Goal: successful spring 2021 visit with no follow up. This includes: Oversee the completion and submission of the MS report Provide ongoing communication to the campus about the Middle States process. Provide opportunities to all campus constituents to participate in the Middle States process and self-study by obtaining feedback about the drafted self-study. Activities: Middle States Co-Chairs: Hold three forums in the fall; two for faculty/staff and one for students o Share draft of self-study with the Steering Committee o Incorporate feedback from forums and Steering Committee into self-study Academic Affairs Leadership: Develop sample Middle States questions o Provide updates about self-study as a standing item at each division/department meeting VPAA: Provide MS updates through	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Goal: Prepare for the March 2021 Middle States team visit: Goal: successful spring 2021 visit with no follow up. - Completed. All standards were met. MS meeting in June 2021. Goal: Oversee the completion and submission of the MS report. Completed Goal: Provide ongoing communication to the campus about the Middle States process. Completed Goal: Provide opportunities to all campus constituents to participate in the Middle States process and self-study by obtaining feedback about the drafted self-study. Activities: 1. Middle States Co-Chairs: Hold three forums in the fall; two for faculty/staff and one for students -Share draft of self-study with the Steering Committee. Completed -Incorporate feedback from forums and Steering Committee into self-study. Completed 2. Academic Affairs Leadership: Develop sample Middle States questions -Provide updates about self-study as a standing item at each division/department meeting. Completed -VPAA: Provide MS updates through shared governance bodies. Completed (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Work with the feedback and the things that we learned through the MS process (06/08/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal: 6 Strategic and Continuous Improvement

Means of Assessment	Results	Action Plans
shared governance bodies *** Benchmark:** Middle States Self-Study report is completed by deadline with a successful site visit requiring no follow-up.		
Program/Project Implementation - Implement Institutional Effectiveness Assessment Plan campus-wide by sharing with all governance bodies, CAO and EC. *** Benchmark:** Institutional Effectiveness Assessment Plan is implemented and shared campus-wide by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed but still ongoing revisions. (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Ongoing revisions (06/08/2021)
Institutional Reports - Review the results of the Data Book and develop campus wide goals to improve identified metrics. *** Benchmark:** By 10/20 goals developed based on Data Book and identified metrics.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met In process. Completed, but new goals will be formed for 2021-22. (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** New goals will be formed for 2021-22 (06/08/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Strategic & Continuous Improvement 2020-2021

Provide effective leadership, support, and evaluation of reporting departments in an effort to meet the institutional mission and goals.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Admin - Office of the Vice President for Student Affairs

Goal: Strategic & Continuous Improvement 2020-2021

Means of Assessment	Results	Action Plans
Supervisor Evaluation - Ensure team leaders engage in professional development opportunities *** Benchmark:** All team leaders will engage in at least 2 professional development opportunities	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Provide team with Student Affairs literature daily from NASPA, EAB, and online subscriptions. Afforded team leaders to participate in CC-CSAO Professional Development. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to review the literature and seek opportunities for professional development and engagement for the team. It is important they are aware and knowledgeable of the trends and research in the field. It helps us create programs and services for students. **What did you learn about your unit through this assessment cycle?:** It is not always necessary for teams to travel. Ensuring they have reading materials about student success is critical.	**Action Plan:** Continue to provide professional development opportunities for staff. (06/04/2021)
Supervisor Evaluation - Evaluate and assist reporting departments in meeting their goals. *** Benchmark:** All departments will meet their department goals.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Departments provide monthly and semi-annual reports that focus on goal achievement. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Departments will continue to provide reports. Reporting has been modified to make more sense. For example, reporting focuses on goals as opposed to just reporting what was done or not accomplished. **What did you learn about your unit through this assessment cycle?:** The modification of reporting has helped departments focus more on meeting their goals. That strategy will continue so that reporting is not so burdensome. Teams are more conscious and strategic about what is being done.	**Action Plan:** Continue to review the departments progress. (06/04/2021)
Program/Project Implementation - Provide opportunities for the campus community to engage in professional development opportunities relating to diversity and student success. *** Benchmark:** Offer 2 professional development opportunities to the campus community.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Professional Development Opportunites: Engaging Structural Racism and Responding to Microaggressions in the Classroom. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to seek opportunities to engage the campus. Will expand the topics and not focus solely on Race **What did you learn about your unit through this assessment cycle?:** It is important to provide professional development opportunities that cover a range of topics. Will focus on partnering more with academic affairs. It is important that the college see Academic and Student Affairs	**Action Plan:** Expand the discussion relating to diversity and inclusion, and student success beyond race. (06/04/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Strategic & Continuous Improvement 2020-2021

Means of Assessment	Results	Action Plans
	partnering on issues related to diversity and student success.	

Strategic and Continuous Improvement - Strategic Objective 3 - Develop and implement a process to prioritize initiatives informed by community and student needs, evidence-based data, mandates, and institutional values

Admin - Institutional Effectiveness

Goal: MSCHE Self-Study Completion

The IE Office will provide leadership to the campus in the achievement of a successful MSCHE self-study visit with no follow-up for spring 2021.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Share draft document with Steering Committee and campus and incorporate feedback into draft. Host 2 faculty/staff forums and a student forum to communicate draft and obtain feedback. Complete and submit self-study, verification of compliance report, and evidence inventory documentation. *** Benchmark:** Draft document is widely viewed with feedback incorporated to ensure campus involvement and transparency of the self-study process. Campus members have the opportunity to review self-study, provide feedback, and ask questions to ensure transparency and wide involvement of the self-study process. Self-study is completed in a timely manner.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Steering Committee review and discussion of final draft 10/9/20, 10/16/20, 11/13/20; feedback and revisions incorporated. Draft document shared with campus with request for feedback 11.18.20. Final document shared with campus 2/22/21. Co-Chairs presented on: Broome Zoom: 12/10/20. CA: 12/14/20; CAI: 12/16/20; COI: 12/17/20. Self-study, verification of compliance report, and evidence inventory documentation was submitted to the MSCHE portal 2/21/21. Site visit conducted 3/28-3/31. Waiting on final report. (07/02/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Upon receipt of the final MSCHE report, we will establish goals as needed or address areas of concern identified. **What did you learn about your unit through this assessment cycle?:** Completion of a self-study is an intensive process which requires and is strengthened by widespread campus involvement. Having consistent communication was important to ensure the campus was aware of the upcoming visit and had the opportunity to provide feedback about the draft document prior to submission. **Related Documents:** Middle States Self Study Campus Communication 2.22.21.pdf Self Study Draft Campus Communication 11.20.pdf Middle States Discussion.pdf SUNY Broome MSCHE Self Study 2021.pdf	**Action Plan:** Action plan items/goals will be established as needed to address any areas of concern noted on the MSCHE final report. Communication about the final report will be provided campus-wide and the final document will be published on the website. The college should continue the processes in place and continue assessment of these processes throughout the next several years to ensure it continue to meet the standards. (07/02/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal: 6 Strategic and Continuous Improvement

Continue to take full responsibility for our institutional outcomes by effectively utilizing outcome data to continuously improve and fulfill our college mission.

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Prepare for the March 2021 Middle States team visit: Goal: successful spring 2021 visit with no follow up. This includes: Oversee the completion and submission of the MS report Provide ongoing communication to the campus about the Middle States process. Provide opportunities to all campus constituents to participate in the Middle States process and self-study by obtaining feedback about the drafted self-study. Activities: Middle States Co-Chairs: Hold three forums in the fall; two for faculty/staff and one for students o Share draft of self-study with the Steering Committee o Incorporate feedback from forums and Steering Committee into self-study Academic Affairs Leadership: Develop sample Middle States questions o Provide updates about self-study	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Goal: Prepare for the March 2021 Middle States team visit: Goal: successful spring 2021 visit with no follow up. - Completed. All standards were met. MS meeting in June 2021. Goal: Oversee the completion and submission of the MS report. Completed Goal: Provide ongoing communication to the campus about the Middle States process. Completed Goal: Provide opportunities to all campus constituents to participate in the Middle States process and self-study by obtaining feedback about the drafted self-study. Activities: 1. Middle States Co-Chairs: Hold three forums in the fall; two for faculty/staff and one for students -Share draft of self-study with the Steering Committee. Completed -Incorporate feedback from forums and Steering Committee into self-study. Completed 2. Academic Affairs Leadership: Develop sample Middle States questions -Provide updates about self-study as a standing item at each division/department meeting. Completed -VPAA: Provide MS updates through shared governance bodies. Completed (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Work with the feedback and the things that we learned through the MS process (06/08/2021)

Admin - Office of the Vice President for Academic Affairs

Goal: 20-21: Strategic Goal: 6 Strategic and Continuous Improvement

Means of Assessment	Results	Action Plans
as a standing item at each division/department meeting VPAA: Provide MS updates through shared governance bodies *** Benchmark:** Middle States Self-Study report is completed by deadline with a successful site visit requiring no follow-up.		
Program/Project Implementation - Implement Institutional Effectiveness Assessment Plan campus-wide by sharing with all governance bodies, CAO and EC. *** Benchmark:** Institutional Effectiveness Assessment Plan is implemented and shared campus-wide by 12/20.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Completed but still ongoing revisions. (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** Ongoing revisions (06/08/2021)
Institutional Reports - Review the results of the Data Book and develop campus wide goals to improve identified metrics. *** Benchmark:** By 10/20 goals developed based on Data Book and identified metrics.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met In process. Completed, but new goals will be formed for 2021-22. (06/08/2021) **What did you learn about your unit through this assessment cycle?:** n/a	**Action Plan:** New goals will be formed for 2021-22 (06/08/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 6: Strategic and Continuous Improvement

Continue to take full responsibility for our institutional outcomes to continuously improve and fulfill our college mission.

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 6: Strategic and Continuous Improvement

Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/24/2020

Means of Assessment	Results	Action Plans
Institutional Reports - Prioritize initiatives informed by data to address community and student needs, in alignment with the college's mission and values. • Provide monthly/periodic assessment reports on operating budget, payroll, contracted services, student enrollment, section management/ratios, cash flow statements to stakeholders (board, shared governance, labor/management committees, executive council, VP's, Chairs, Directors). *** Benchmark:** Monthly assessment reports provided to stakeholders.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met At the biweekly College Assembly meetings, the VPAFA provides an overview of the college budget and finances. Two campus-wide professional development events were held this past year to provide the campus with an overview of the college budget, how FTEs are calculated, and how section management is determined. Weekly Executive Council meetings are attended by the VPAFA during which time he presents budget updates, including the planned operating budget prior to Board of Trustee, county, and SUNY submission. Cash flow statements were developed this past year and presented to the Board of Trustees to provide information about current cash flow. Budget documents were provided to labor/management committees as requested, and as part of negotiation processes. Weekly Academic Leadership meetings are attended by the Budget and Institutional Effectiveness Specialist, during which time current enrollment and FTE trends, annual FTE trends for both fall and spring, and current course section counts are presented. This data is utilized to aid in section management, which provides for financial viability of the college. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Finance Division will continue to review current processes and reports, and revise as needed to meet campus stakeholder needs to aid in decision-making. **What did you learn about your unit through this assessment cycle?:** Transparent and regular communication about college finances provides for a well informed campus and aids in effective decision-making, grounded in data.	**Action Plan:** The Finance Division will continue to review current processes and reports, and revise as needed to meet campus stakeholder needs to aid in decision-making. (07/30/2021)
Data Related - Prioritize initiatives informed by data to address community and student needs, in alignment with the college's mission and values. • Analyze and assess SUNY peer community college rankings of a comprehensive list of financial, funding and efficiency metrics	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met SUNY Broome ranks fourth highest in instructional costs, fifth highest in academic support costs, and fifth lowest in administration costs. The college is also the 9th highest on the SUNY financial strength benchmark. This data indicates that the college has a sustainable operation and informs decision-making related to college operations to improve sustainability and provide an adequate fund balance. The 2018-19 fiscal year SUNY NYS Community College Annual Report summary data were	**Action Plan:** While the college is ranked 9th in financial strength composite ratios, we are just inside the "green" area, which indicates we should continue to work towards maintaining/improving these scores. (07/30/2021)

Admin - Office of the Vice President for Finance

Goal: 2020-2021 Strategic Goal 6: Strategic and Continuous Improvement

Means of Assessment	Results	Action Plans
associated with College operations. *** Benchmark:** The college is ranked as compared to other SUNY community colleges and data analyzed to inform metrics associated with college operations.	utilized for the Budget Fundamentals presentations to the campus. The VPAFA shares this data with Executive Council, the Board of Trustees, and the College Assembly. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The Finance Division will continue to update the college's SUNY rankings and informing the campus of results to ensure transparency and communication about college finances. Decision-making to improve sustainability and ensure an adequate fund balance will be made based on new information received. **What did you learn about your unit through this assessment cycle?:** While the college is ranked 9th in financial strength composite ratios, we are just inside the "green" area, which indicates we should continue to work towards maintaining/improving these scores.	
Data Related - Prioritize initiatives informed by data to address community and student needs, in alignment with the college's mission and values. • Assess the volume and nature of student written appeals to identify and address root cause(s) of issues and implement refinements to the operations and/or processes of the College in order to maintain at least a 99.95% student non-appeal/acceptance rate and continue to review and assess both the volume and nature of student written appeals to identify. *** Benchmark:** Maintain at least a 99.95% student non-appeal/acceptance rate; volume and nature of student appeals are reviewed and assessed.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met The College achieved the benchmark with a 99.96% student non-appeal acceptance rate for the total volume of student bills issued for the academic year. The total volume of student bills which were appealed was less than 100, with 16 appeals approved for medical conditions, 12 appeals approved due to College (advising, faculty, admissions, registrar, IT) error and 5 appeals granted due to a documented emergency. A root cause analysis is done on each College error with a corrective action plan inclusive of revised procedures, clarifying communications on the website, and/or staff information sharing and/or training. More than 50% of the student appeals were denied, primarily due to students not dropping a course(s) by the deadline or for non-emergency reasons. The College will continue to document each student complaint/appeal regarding their semester's bill to identify and address College operations, processes and communications which can be improved. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** The College will continue to document each student complaint/appeal regarding their semester's bill to identify and address College operations, processes and communications which can be improved. **What did you learn about your unit through this assessment cycle?:** More than 50% of appeals were denied due to students not dropping a course by the deadline or for non-emergency reasons.	**Action Plan:** The College will continue to document each student complaint/appeal regarding their semester's bill to identify and address College operations, processes and communications which can be improved. Due to the fact that more than 50% of appeals were denied due to failure to drop a course, enhanced communication strategies will be explored and implemented to reduce this number. (07/30/2021)

Admin - Office of the Vice President for Student Affairs

Goal: Strategic & Continuous Improvement 2020-2021

Provide effective leadership, support, and evaluation of reporting departments in an effort to meet the institutional mission and goals.
Goal Status: Active
Planned Assessment Cycle: 2020 - 2021
Start Date: 08/26/2020

Means of Assessment	*Results*	*Action Plans*
Supervisor Evaluation - Ensure team leaders engage in professional development opportunities *** Benchmark:** All team leaders will engage in at least 2 professional development opportunities	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Provide team with Student Affairs literature daily from NASPA, EAB, and online subscriptions. Afforded team leaders to participate in CC-CSAO Professional Development. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Will continue to review the literature and seek opportunities for professional development and engagement for the team. It is important they are aware and knowledgeable of the trends and research in the field. It helps us create programs and services for students. **What did you learn about your unit through this assessment cycle?:** It is not always necessary for teams to travel. Ensuring they have reading materials about student success is critical.	**Action Plan:** Continue to provide professional development opportunities for staff. (06/04/2021)
Supervisor Evaluation - Evaluate and assist reporting departments in meeting their goals. *** Benchmark:** All departments will meet their department goals.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Departments provide monthly and semi-annual reports that focus on goal achievement. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Departments will continue to provide reports. Reporting has been modified to make more sense. For example, reporting focuses on goals as opposed to just reporting what was done or not accomplished. **What did you learn about your unit through this assessment cycle?:** The modification of reporting has helped departments focus more on meeting their goals. That strategy will continue so that reporting is not so burdensome. Teams are more conscious and strategic about what is being done.	**Action Plan:** Continue to review the departments progress. (06/04/2021)
Program/Project Implementation - Provide opportunities for the campus community to engage in professional development	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met Professional Development Opportunites: Engaging Structural Racism and Responding to	**Action Plan:** Expand the discussion relating to diversity and inclusion, and student success beyond race.

Admin - Office of the Vice President for Student Affairs

Goal: Strategic & Continuous Improvement 2020-2021

Means of Assessment	Results	Action Plans
opportunities relating to diversity and student success. *** Benchmark:** Offer 2 professional development opportunities to the campus community.	Microaggressions in the Classroom. (06/04/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** Continue to seek opportunities to engage the campus. Will expand the topics and not focus solely on Race **What did you learn about your unit through this assessment cycle?:** It is important to provide professional development opportunities that cover a range of topics. Will focus on partnering more with academic affairs. It is important that the college see Academic and Student Affairs partnering on issues related to diversity and student success.	(06/04/2021)

Strategic and Continuous Improvement - Strategic Objective 4 - Optimize the grants planning process to ensure capacity and resource availability.

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Assist the College to practice fiscal responsibility and sustainability by maintaining a consistent overall level of grant-funded/external financial support.
Goal Status: Active
Planned Assessment Cycle: 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021

Means of Assessment	Results	Action Plans
Data Related - Monitor budget changes in formula allocations (i.e Perkins, EOP). Compare amount of reductions, if any, to amount of revenue realized from new sources. *** Benchmark:** New sources of grant revenue will will offset any reductions in formula allocations and other funding sources. A consistent overall level of grant-funded support will be maintained.	**Reporting Period:** 2020 - 2021 **Conclusion:** Benchmark Met 1) Three renewal formula allocation grant amounts increased by 5% from prior year ($659,313 vs. $627,270). 2) 26 new grant proposals were developed, totaling more than $24,919,644 in requested funds. 22 of those proposals totaling $24,810,644 have been awarded to date. Two more of those proposals totaling over $89,000 are pending award notification. (Two totaling over $20,000 were denied.) Special note: Formula-allocated federal awards comprised 97% of new grant revenue (5 of the 26 new grant awards totaling $24,158,126). 3) Established 29 additional grant/contract awards, totaling $593,311 received from FSA, BCC Foundation, SUNY, NYSED, ESD, and Broome County DSS. 4) As of 6/04/21, was providing grants management (i.e., budgetary, reporting, compliance) oversight to 85 grant-funded projects totaling $18,916,623 (vs. 102 grant accounts totaling $15,782,345 for the prior year, same period). This equals a 19.85% increase in grant revenue from prior year. (07/30/2021) **If you met your benchmark, how will you maintain your ability to keep meeting goals?:** It is highly unlikely that revenue-generating goals can be maintained at current levels without either (1) the restoration of the Sponsored Programs director position in a paid non-leave capacity, or (2) redistribution of SPO duties to existing positions with the employees taking on those duties being promoted and additionally compensated to do so. **What did you learn about your unit through this assessment cycle?:** The employee holding the title of Sponsored Programs (SP) director has been on an unpaid leave of absence, Feb. 2020 - Aug 2021, to serve as interim AVP/Dean of Students. Throughout this unpaid leave of absence period she has continued to cover the responsibilities of the SP director, with no compensation to do so. The Sr Staff Assistant for SP has also taken on additional Sr Staff Asst duties (1) within the Student Activities department to help cover the vacant Student Activities director position and cancelled search for a Student Activities Staff Assistant, both of which occurred spring 2020;	**Action Plan:** Compile 2019-2020 and 2020-219 outcomes in comparison format and present to the Grants Planning Team, Sept 2021. Discuss significant changes, and solicit feedback on new and/or modifications to existing ways to continue to meeting goals will be solicited. (08/04/2021)

Admin - Sponsored Programs

Goal: Goal 3. Fiscal Responsibility, Program Development, and Infrastructure Sustainability

Means of Assessment	Results	Action Plans
	and (2) within Student Health Services, as that department has been transferred from the area of Public Safety to Campus Life to better align with the SD division's priority focus on students' holistic health and wellness. She is being paid a stipend for these additional duties. As a result of the extensive nature of additional duties being covered by the 2 SP staff, the focus has been to sustain essential operations of the area vs. new growth in operations and the tracking and assessing of data related to the 3 defined goals. **Related Documents:** Grant Information Report_run date 6-05-2020.pdf Grant Information Report_run date 6-04-2021.pdf	