2016-2017
Institutional Priorities

Year-End Report

Utica College's planning processes start with its strategic plan. Each year, in consultation with the Board of Trustees, the President of the College establishes institutional priorities that are derived from the strategic plan and that reflect the critical tasks for the year. Once the institutional priorities have been established, the President of the College works with vice presidents to identify divisional goals designed to achieve the priorities. The annual goals therefore serve as the operational plan for the College's strategic plan as well as the year's institutional priorities.

For 2016-2017, President Casamento established a 180-day action plan with priorities designed to address critical time-sensitive needs in the areas of student retention, assessment, emergency planning, and financial stability. Also listed below are additional priorities that needed to be addressed by the end of the academic year.

1. EDUCATIONAL QUALITY AND PROGRAM DEVELOPMENT

180 Day Action Plan

A. Begin implementing the current academic assessment plan for all academic and co-curricular departments and programs.

Overall Responsibility: Provost and VP for Student Affairs and Enrollment Management
Additional Resources Required: Consultant/Trainer

MID-YEAR PROGRESS REPORT: We are behind but we are catching up. We have hired a consultant (Keeling & Associates) and have secured additional administrative support, especially for the assessment of General Education. Keeling's initial assessment report has been shared with faculty and staff from Student Affairs and Athletics. Keeling will be back on campus several times throughout the spring semester. Academic departments are working closely with the deans on program assessment, Terri Provost is leading the effort for General Education, and we will bring Michael Sachs back to work with Student Affairs and Athletics.

YEAR-END REPORT: Keeling & Associates reported to the Board of Trustees that substantive progress had been made on this goal. The deans, department chairs, and Student Affairs professionals are working with their departments to ensure that we make continued progress and that we are in compliance with Middle States requirements by the time we submit the self-study. Keeling will submit its final report by the end of June, and that report will be shared with the Joint Cabinets and the Board of Trustees. In the meantime, we have hired a Dean for Academic Assessment whose primary areas of focus will be on making effective curricular and other changes in the light of assessment data and ensuring a sustainable and effective infrastructure of assessment.

B. By December 2016, develop a "roadmap" that will guide the development of an academic master plan that will consider academic program mix, enrollment size, and necessary support functions.

Overall Responsibility: Provost
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: We will have a roadmap by January, but development of the plan itself will likely be deferred as our work on assessment is the highest priority.

YEAR-END REPORT: The roadmap is complete, but development of the plan itself was deferred in order to work on assessment. Discussions held during the June President's Planning Retreat will lay the groundwork for moving the academic master plan and strategic planning in general to the next level.

C. Begin the process of distributing financial viability reports to each program, beginning with programs undergoing five-year program reviews.

Overall Responsibility: Provost and VP for Financial Affairs
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: We are behind, but a "prototype" report using a fictional program and fictional data will be shared with Faculty Senate in February, and reports will be distributed to all programs that are beginning 5-year reviews.

YEAR-END REPORT: A full academic program financial analysis was completed for Health Studies, and high-level program summaries for Wellness & Adventure Education and Therapeutic Recreation were also completed. We are still discussing the level of detail that is required in the financial analyses. Improvements in the tools available to Financial Affairs may allow us to accelerate this work so that we can complete financial analyses for all academic programs sooner. Following discussions held during the June President's Planning Retreat, we have set a goal for completing this work by the end of the fall 2017 semester. Now that the model has been established, we will consider contracting for assistance.

D. Develop a plan to open an ABSN site in Fort Lauderdale/Miami, FL by spring 2018.

Overall Responsibility: VP for Online and Extended Studies

Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: The internal application to the Commission for Independent Education (CIE) for the second site has been prepared, and we have a verbal confirmation from a health care system to secure the necessary clinical contract. We are working with the partner to get a written contract from the health care system, which will complete the CIE application. The application will be submitted. After approval, the schedule for building out and opening the site will be determined. In the interim, the marketing plan will be developed and launched upon CIE approval. The goal is still to submit the CIE application by mid-January; this may be lofty due to delays caused by the holidays.

YEAR-END REPORT: The search for a physical location for the Ft. Lauderdale/Miami site has not been completed, although a clinical contract has been secured. The CIE application has been submitted, and we are awaiting notification of whether we will be on the July 27th agenda. A project plan for launch has been developed and staffed. Going forward, it's likely that we will have to have Florida sites built before we can apply for CIE approval.

Remaining Priorities

1. Complete the implementation of the current academic assessment plan for all academic and co-curricular departments and programs.

   Overall Responsibility: Provost
   Additional Resources Required: None originally identified

   MID-YEAR PROGRESS REPORT: If we accomplish what we need to in the 180-day time frame, it will form a basis for implementing fully the academic assessment plan. A structure of oversight committees has been put in place. Going forward, a Dean or Director of Academic Assessment position will be required, and we may also need to extend the Keeling & Associates contract.

   YEAR-END REPORT: See 1.A, above.

2. Create and submit for SED approval at least two new innovative and market-attractive programs that support the College's mission, strengthen its reputation, and generate surplus revenue.

   Overall Responsibility: Provost
   Additional Resources Required: N/A

   MID-YEAR PROGRESS REPORT: The dual degree MHA/MBA is doable. This will have to be a major duty of the new HCA/MHA director. The MSN (Nursing) with a concentration in Family Nurse Practitioner (FNP) will be developed this coming semester. The MPA is possible but not guaranteed.

YEAR-END REPORT: BS-CIA (Criminal Intelligence Analysis) and BS Nutrition have been submitted to NYSED and are currently under review. Development of a curriculum for MHA/MBA will begin this fall. The MSN curriculum, which will include the FNP concentration, will go to the Faculty Senate early in the fall.

3. Create a plan to implement the recommendations of the Career Outcomes Task Force, focusing on acquiring more meaningful alumni data for use in reporting, recruitment, and retention of students and solicitation of new gifts.

Overall Responsibility: VP for Student Affairs and Enrollment Management; VP for Advancement
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: George Nehme will convene a working group in mid-January to review the Career Outcomes Task Force's recommendations from two years ago, and develop an action plan for specific demographic updates that can be implemented for the balance of fiscal year 2016-17 with no additional resources. The group will then work on the development and implementation of a demographic strategic plan.

YEAR-END REPORT: The working group met and redeveloped a graduate survey that will be distributed to alumni this summer. We will need procedures for transferring data to Banner. Budget constraints have curtailed other initiatives. However, the Task Force's original recommendations are dated, and they need to be integrated with recommendations from the Retention and Completion Task Force. New alumni survey data may suggest revised recommendations.

4. Refine and update the Chair Compensation Report.

Overall Responsibility: Provost and VP for Human Resources and Personnel Development
Additional Resources Required: None identified

MID-YEAR PROGRESS REPORT: The chair compensation report has not yet been refined or updated at this time, but it is a priority, and should be done in spring 2017 in preparation for June 1, when all chair and director stipends are loaded for the following year. The Vice President for Human Resources and Personnel Development will work with the Provost and School Deans to prepare recommendations for fall stipends that are more consistent across the board.

YEAR-END REPORT: We made a strategic decision to put this on hold to focus on assessment but it is under active discussion by the Provost's Cabinet. We do have a plan for reviewing the report.

2. FINANCIAL STRENGTH

180 Day Action Plan

A. Sustain a DOE ratio of 1.5 or above by implementing measures such as:

- A 90-day reflection hold on any new or replacement non-essential positions
- A hold on non-essential travel
- In-depth reviews of operating expenses and position budgets
- Establishment of a Budget Oversight Committee charged with making recommendations regarding the 2016-2017 operating budget as well as College budgeting processes

Overall Responsibility: VP for Financial Affairs
Additional Resources Required: None identified

MID-YEAR PROGRESS REPORT: The FY17 budget was approved with a budget deficit of $665K and revised to a $42K surplus as presented at the October Board meeting. The October projection included unidentified reductions in operating expenditures and a projected DOE ratio of 1.48. Subsequent to the Board meeting, a concentrated effort was put forth to not only specifically identify the reductions in the operating budget, but to identify other cost saving measures with a goal of raising the projected DOE ratio to 1.7. Actions taken include:

- Town Hall Meeting November 09, 2016
- Established Budget Oversight Committee, which recommended:
  - Staff raises only for positions under $50,000
  - Operating budget reductions – additions from budget managers plus across-the-board reductions
  - Temporary TIAA reductions for staff – January thru May
  - Elimination of most cell phone stipends
- Continued emphasis on prudent/disciplined spending:
  - Minimize discretionary spending
  - Mission-critical travel
  - 90-day position holds
- Phase out of post-65 retirement benefits, and contribution requirement until phased out
- Continued efforts to identify other operational efficiencies

YEAR-END REPORT: The Budget Oversight Committee continued to meet on a regular basis with a focus on stabilizing FY17 expenditures. Revised FY17 budget projections were prepared for the both the March and May Board of Trustees meetings.

The May projection for FY17 reflected a $2.8 million operating budget surplus and a DOE ratio of 2.15. Trends were remaining positive for the remainder of the fiscal year, although actual results, including valuations, will not be complete until mid-July.

B. Increase operational efficiencies across the College.

Overall Responsibility: VP for Financial Affairs
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: The VP for Financial Affairs provided an explanatory communication to budget managers and requisitioners on the requisition and budget variance process. We have enabled the NSF (non-sufficient funds) function in Banner, and established guidelines for variance justifications and budget transfers. Variance justifications require approval of the President or VP for Financial Affairs. Disciplinary actions will be enforced when appropriate approvals are not obtained or procedures not followed. We provided mandatory training sessions for all requisitioners.

YEAR-END REPORT: The Financial Affairs team assisted budget managers with the preparation and submission of both variance approvals and budget transfers. All variances were approved by either the President or the VP for Financial Affairs. Budget transfers were reviewed and processed in a timely manner. The NSF function remains active in Banner. Additionally, Financial Affairs developed a detailed faculty load oversight process which is used by deans to meet operational efficiencies for schools. As an example, by consolidating the office supply ordering process, the College saved more than $37,000 in 2016-2017 as compared with the previous year.

C. Develop plans that address residence hall, classroom, office, and athletic facilities needs for 2017-2018.

Overall Responsibility: Senior Executive Assistant to the President
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: The Municipal Housing Authority has proposed finically assisting the College with the construction of a residence hall on the UC campus. If this proposal is finalized, a fall 2018 move-in is anticipated. In the meantime, we will continue renting rooms for students at the Ramada Inn. We may be able to gain classroom space by fall 2018 if the Construction Management project is fully funded. Until then, there is no plan to add space other than the spring 2017 creation of a new lab (Gordon 180). However, we will continue with our program of refurbishing at least one lab or classroom each year (working on White 262 in the spring semester). There will be fewer office moves in summer 2017 due to slow-downs in hires, but planning is still in progress. With current hiring plans, we will have to double more faculty offices for fall 2017-2018. Planning for more efficient use of space in the basement of the library and in White Hall is also underway. We had hoped to do extensive remodeling of the Clark

Athletic Center with HECap funding. However, the grant is in jeopardy due to state requirements that would have greatly increased the cost of the College-funded portion of the grant. We are working on a modified plan that would require fundraising, and we are also working with other colleges whose HECap grants are in jeopardy in hopes of reversing the state's ruling.

YEAR-END REPORT: We are working on a plan to develop a townhouse-style residence hall for occupancy in fall 2019. The C-M building has been designed, and more than 50 percent of the funds required has been raised or pledged. Individual classroom and office plans continue to be developed year-by-year. We would benefit from a longer-term plan, but our needs will be met for 2017-2018. We are working on a plan to make better use of the Clark City Center, which could free up on-campus space for both classrooms and offices. A funding proposal for Phase II of the Clark City Center project has been submitted. A facilities master plan has been prepared for Athletics. By mid-August, the $4 million renovation of the Campus Dining Commons will be completed.

Remaining Priorities

1. Achieve identified fundraising targets.

   Overall Responsibility: VP for Advancement
   Additional Resources Required: N/A

   Targets:
   Critical Operating Support:
   - Raise a minimum of $2.3 million in total cash-in for all purposes.
   - Raise $1 million in operating support through the Annual Fund.
   - Secure $500k-$1 million for the President's Discretionary Fund (PDF) to support initiatives around student retention and institutional assessment.
   - Raise $210,000 in outright gifts and sponsorship advertising for Athletics.
   - Win awards in excess of $280,000 through private foundations and corporations.
   - Win awards in excess of $900,000 through government grant sources (may be disbursed over multiple fiscal years).
   - Secure/realize 15 bequests and deferred gift commitments.

   Ongoing Capital Initiatives:
   - Raise $260,000 in gifts and pledges to complete the $1.5 million fundraising goal for the Business School move to the Clark City Center.
   - Secure gifts and pledges to assist with debt service for the Dome and Welcome Center projects.
   - Create a disciplined funding strategy that includes private and public support for the new Gordon Science Center master plan.

   New Capital Initiatives:

- Raise $3 million in gifts and pledges for the new Construction Management academic building.

MID-YEAR PROGRESS REPORT: As of December 31, 2016, the Annual Fund stood at $453,472, and total cash-in stood at $1,238,111. We are pacing down for Annual Fund due to the timing of certain major gifts ($10,000+), notably a non-renewable gift of the Lynch Estate of $25,000 last year at this time. Solicitations for the Presidential Discretionary Fund (PDF) are now underway with a total of $244,719 in gifts and pledges received to-date.

In addition, we have received $1.35 million in pledges towards the $3 million Construction Management building capital project.

YEAR-END REPORT: By the end of FY17, we had achieved $2.512 million total cash-in from private support, for all purposes, against a goal of $2.3 million. The College set a new record for unrestricted operating support with $1.284 million: $907,184 for the Annual Fund, and $400,000 for the Presidential Discretionary Fund (PDF), the first phase of a projected $1 million needed to support retention, completion, and assessment initiatives. In addition, we raised $269,698 in athletic gifts and advertising sponsorships against a goal of $200,000. In the area of planned and deferred gifts, we recorded three verbal and two documented commitments, and one realized bequest in the amount of $75,000. This represents approximately half of our goal of 15 total commitments.

Government, Corporation, and Foundations Relations continue to be an important part of the College's overall efforts to secure external funding. The summary of activity for the 2016-17 fiscal year is as follows:

Cumulative Total: Government, Corporations, and Foundations

	Number	**Dollars**
Requested	30	$6,266,524.10
Awarded[*]	18	$258,143
Declined	5	$1,767,998
Pending	11	$4,342,101.10

[*] Awarded amount and number of awards includes grants requested in prior academic years.

Regarding capital fundraising projects, we have been advanced to the next stage of a $250,000 grant proposal to New York State to support Phase II of the Clark City Center project, and have raised $2.079 million in gifts and pledges against a goal of $3.54 million for the Construction Management building.

2. Explore opportunities to diversify revenue streams.

   Overall Responsibility: President's and Provost's Cabinets
   Additional Resources Required: N/A

   MID-YEAR PROGRESS REPORT: As noted above, we continue to look at opening new ABSN sites and we continue to develop new academic programs. We are currently looking at developing a suite of executive education programs. The President's Discretionary Fund is a new fundraising initiative designed to support assessment and retention.

   YEAR-END REPORT: We continue to increase the number of online programs, and we have a plan to do more out-of-state recruiting. We are looking at developing executive education programs for local health care systems.

3. Develop the feasibility study for the next comprehensive campaign.

   Overall Responsibility: VP for Advancement
   Additional Resources Required: N/A

   MID-YEAR PROGRESS REPORT: We will use the period between January and May 2017 to develop a plan and timetable for planning the next comprehensive campaign, including establishment of proposed funding priorities, campaign counting guidelines and timetable, identification of lead donor prospects, and plans for a campaign feasibility study.

   YEAR-END REPORT: We have developed a timetable and a tentative list of priorities. We are reviewing our list of prospective donors, and are considering doing a wealth screening.

4. Develop a plan for addressing deferred maintenance, including infrastructure, technology, and equipment.

   Overall Responsibility: Executive Director of Facilities Planning and Operations;
   Associate VP for Information Technology and Institutional Research
   Additional Resources Required: N/A

   MID-YEAR PROGRESS REPORT: We now have three-year capital plans for both facilities and technology, and will need to see how much money is allotted to capital expenditures for FY18. However, There has not been a capital budget for technology needs in many years, and until the College's finances are more stable, we will likely need to combine the two lists when establishing priorities (i.e., they will share the budget that was previously designated for facilities only). IITS is developing a plan for regular computer replacement in offices, classrooms, and labs. The initial version of this draft will be completed by the end of January. Once our finances are more stable, we need to establish reserve funds for classroom equipment, furniture, and other assets that should be replaced on a more consistent schedule.

YEAR-END REPORT: Plans are in place. However, without adequate funding, minimal progress will be made in addressing deferred maintenance.

3. STUDENT RECRUITMENT AND RETENTION

180 Day Action Plan

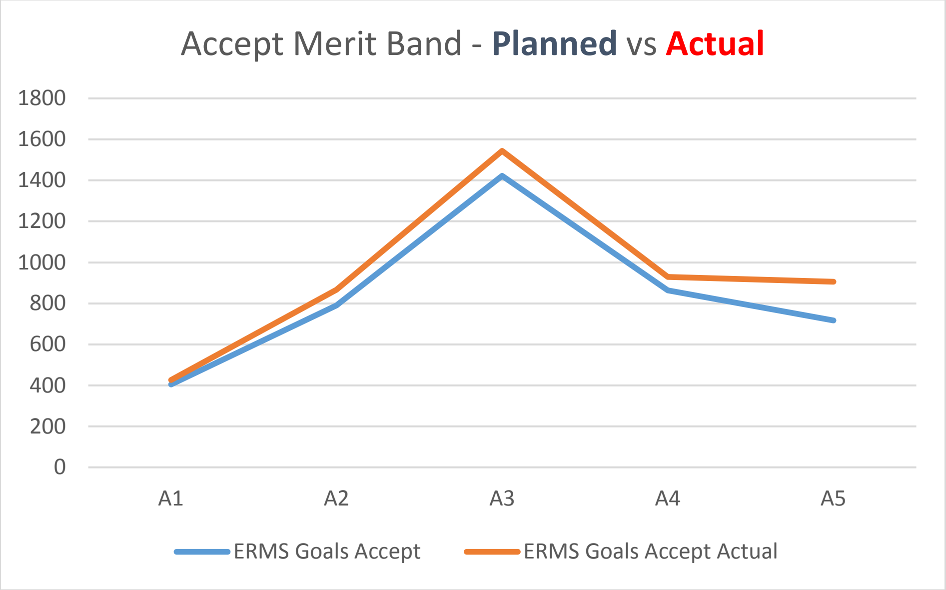
A. Determine the target size of the incoming freshman class for fall 2017.

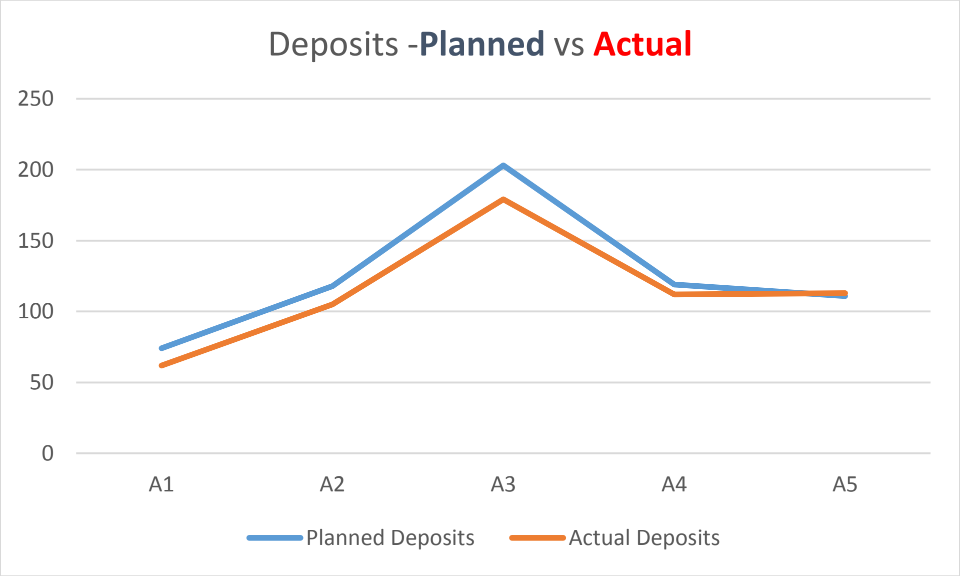
Overall Responsibility: VP for Financial Affairs; VP for Student Affairs and Enrollment Management; Associate VP for Information Technology and Institutional Research
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: We are budgeted at 625. Deans have provided targets by program. As of December, 45 percent of the applications had been received and 30 percent of acceptances had been mailed. We now need to update those numbers and determine the resources that are required to support the class.

YEAR-END REPORT: To reach our budgeted goal of 625 freshmen with a net tuition revenue (NTR) of $15,102 and a discount rate of 26.7 percent, a goal of 4196 acceptances was created in the enrollment plan. As of June 2, we had accepted 4671 students and received deposits for 571. The yield rate is 12.2 percent vs a planned rate of 14.9. The average NTR is $16,122, and the discount rate is 22 percent.

Due to the Excelsior Scholarship program announcement, we have re-focused our efforts on myth-busting “free tuition,” and are seeing small and steady gains toward our goals. Much work remains to achieve 625 freshmen. Transfers are on track to beat the goal of 170 and will likely top out at 190, offering some relief to the potential decrease in the planned number of freshmen.





B. Develop a plan to increase 6-year completion rates from the current rate of 44 percent to 60 percent by 2026 or sooner, including specific annual increases to retention.

Overall Responsibility: Task Force on Retention and Completion
Additional Resources Required: TBD

MID-YEAR PROGRESS REPORT: Program data is being gathered, and the group is looking at providing data back to program directors. The committee has been reviewing data and talking about assessment efforts and other ideas that will impact student retention. The first meeting of the spring semester will focus on creating milestones for achieving 60 percent completion by 2026.

YEAR-END REPORT: On April 28, Dean Fenner and Senior Vice President Gates presented 14 recommendations from the Task Force and 21 from Ruffalo Noel Levitz to President Casamento. The Student Affairs and Enrollment Management leadership team is working through the recommendations in order to craft an implementation plan.

A call with Ruffalo Noel Levitz has been scheduled for early July and the same with Nuro Retention Systems which will assist with coordinating our efforts in programming, web technology, and prioritizing the students most in jeopardy of not retaining.

The fall 2017 cohort will have a retention rate of 76 percent, which will increase incrementally through fall 2021 to the national like-institution average of 82 percent.

Remaining Priorities

1. Establish achievable enrollment and net revenue targets for 2017-2018.

   Overall Responsibility: VP for Student Affairs and Enrollment Management
   Additional Resources Required: N/A

   Targets:

Fall 2016 (revised)

645 freshmen
170 transfers
815 new students, including 35 international students

	Target	**Freeze Date** (09/18/2016)	**Surplus** (Deficit)
Undergraduate			
Main	2323	2439	116
Extended	69	86	17
Hybrid – ABSN	319	305	(14)
Distance	627	690	63
Total Undergraduate	**3338**	**3520**	**182**
Graduate			
Main	242	243	1
Extended	11	16	5
Distance	1336	1273	(63)
DFAS	7	11	4
Corporate Programs	32	22	(10)

Total Graduate	**1628**	**1565**	**(63)**
Institution Total	**4966**	**5085**	**119**
Net Tuition Revenue Forecast:	**$26,053,421**	**$26,488,920**	**$435,499**

Spring 2017 (revised)

8 freshmen
106 transfers
114 new students, including 2 international students

	Target	**Freeze Date** (3/31/17)	**Surplus** (Deficit)
Undergraduate			
Main	2305	2333	28
Extended	143	93	(50)
Hybrid – ABSN	305	291	(14)
Distance	719	715	(4)
Total Undergraduate	**3472**	**3432**	**(40)**
Graduate			
Main	245	241	(4)
Extended	9	16	7
Distance	1352	1315	(37)
DFAS	7	2	(5)
Corporate Programs	19	13	(6)
Total Graduate	**1632**	**1587**	**(45)**
Institution Total	**5104**	**5019**	**(85)**
Net Tuition Revenue Forecast:	**$25,557,157**	**$25,500,934**	**($56,223)**

Summer 2017 (revised)

	Target	Freeze Date (TBD)	Surplus (Deficit)
Undergraduate			
Main	283		
Extended	112		
Hybrid – ABSN	280		
Distance	528		
Total Undergraduate	**1203**		
Graduate			
Main	173		
Extended	10		
DFAS	1		
Distance	1181		
Corporate Programs	19		
Total Graduate	**1384**		
Institution Total	**2587**		
Net Tuition Revenue Forecast	**$6,852,915**		

MID-YEAR PROGRESS REPORT: Applications and acceptances for fall 2017 are looking good. We are up slightly in applications and down in acceptances which is where we want to be at this time of year. Spring 2017 registrations are below budget targets for the ground campus, but we have new students that need to register and payment holds that need to be addressed by students, so there are many moving parts and there is still work to do. We have New Student Orientation on January 11 when new students will complete the registration process. Online enrollments are strong in most programs. ABSN will not meet the goal of 50 new students in Florida and will be very close to 50 in Syracuse. We do not have sufficient numbers to warrant running a cohort MBA program for DFAS that was slated to begin in the spring, so it has been cancelled. We need to reconvene the Enrollment Management Committee (Jeff Gates, Matt Carr, Pam Salmon, Polly Smith, Kristin Haag, Donna Shaffner, John Johnsen, Laura Bedford., Harry Slife, Sharon Wise, Rick Fenner, Robert Halliday).

YEAR-END REPORT: Summer overall budgeted enrollments are 2588 and as of this writing we have 2599 registered to be 11 over goal. Both ABSN sites reached their goal and even better, St. Petersburg, surpassed its goal by 4 students. Distance graduate was below goal by 43 however distance undergraduate was up by 65 students. Other areas were at or very close to goals -- making for an overall successful summer.

New student enrollments for fall haven't moved much this summer. We are behind our goal for new freshman (574 vs. 625) and slightly ahead for new transfers (184 vs 170).

We continue to receive a few new applications and deposits weekly and also have some students withdraw their enrollments for a variety of reasons as is typical of summer melt. Discount rate and Net Tuition Revenue tracking very well.

Budgeted vs. Actual Freshman Discount Rate: 26.7% (NTR $15,102) 22.5% (16,022)
Budgeted vs. Actual Transfer Discount Rate: 7.0% (NTR $19,227) 6.7% (19,298)

Online enrollments look strong though it's still early in this process. We will not meet 80 in the MBA program and have had several discussions with Wiley regarding marketing and price point. Additional research is being done now regarding this program. ABSN looks very strong for fall at both sites.

Returning students are registering at slightly higher than predicted rates and we have opportunity for students who are partially registered to get to full time or 15 credits. Communications regarding Enhanced Tuition Awards will be communicated to students the week of July 10 once the application is live from HESC.

We did not re-convene the Enrollment Management Committee but will do so in the early fall.

2. Achieve an on-ground first to second year retention rate of 73 percent for the fall 2015 first-year student cohort.

   Overall Responsibility: VP for Student Affairs and Enrollment Management
   Additional Resources Required: $25,000 in Retention Programming Funds

   MID-YEAR PROGRESS REPORT: 484 students, or 75 percent of the fall 2015 first-year cohort, were retained in fall 2016.

   YEAR-END REPORT: See mid-year progress report.

3. Implement strategies to improve the first-to-third year retention rate from the current rate of 61.9 percent with a goal of 65 percent.

   Overall Responsibility: VP for Student Affairs and Enrollment Management
   Additional Resources Required: N/A

   MID-YEAR PROGRESS REPORT: 299 students, or 63 percent of the fall 2014 first-year cohort, were retained in Fall 2016.

   YEAR-END REPORT: See mid-year progress report.

4. Achieve or surpass the 2010 cohort’s four-year graduation rate of 33.7 percent and the six-year graduation rate of 44.9 percent.

Overall Responsibility: VP for Student Affairs and Enrollment Management
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: We will not know these numbers until summer 2017. The goal for next year needs to be rewritten (measure against 2010).

YEAR-END REPORT: The 2010 cohort's six-year graduation rate was 45.6 percent. The 2011 cohort's six-year graduation rate was 48.9 percent. The 2012 cohort's five-year graduation rate was 50.6 percent. The 2013 cohort's four-year graduation rate was 33.5 percent.

4. INSTITUTIONAL EFFECTIVENESS

180 Day Action Plan

A. Develop interim succession plans for each member of the President's and Provost's Cabinets.

Overall Responsibility: VP for Human Resources and Personnel Development
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: As of December 31, 2016, the VP for Human Resources and Personnel Development had met with at least 75 percent of the Joint Cabinets to develop interim succession plans. By mid-January, all meetings will have taken place and plans will be presented to President Casamento for review.

YEAR-END REPORT: All plans have been submitted and HR will reach out for annual updates in the fall.

B. Ensure that assessment, planning, and budgeting processes are aligned.
Overall Responsibility: Senior Executive Assistant to the President
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: The summer 2016 planning retreat happened later than intended due to President Casamento's August 1 start date. However, we are back on track with scheduling planning retreats in a way that allows planning to drive budgeting. We need to do a better job of identifying the resources that are required to achieve our institutional priorities and divisional goals, and as is the case across the College, we are behind in our efforts to assess results.

YEAR-END REPORT: The new format for developing annual divisional goals requires vice presidents to identify the measures by which they will assess progress in achieving those goals. There is still work to be done on this goal.

C. Perform a table-top exercise in accordance with emergency management plan processes.

Overall Responsibility: President; Provost
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: Done!

YEAR-END REPORT: Two table-top exercises were completed.

D. Work with faculty, staff, and students to develop programs and initiatives to strengthen shared governance.

Overall Responsibility: Chair of the Board of Trustees; President; Provost
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: Faculty members were invited to join trustees for lunch during the October Board meeting, and will be invited to future Board luncheons. President Casamento now routinely shares minutes from President's Cabinet and Joint Cabinet meetings. Faculty and staff are represented on the Budget Oversight Committee and the Task Force on Retention and Completion. President Casamento presented the 2016-2017 Institutional Priorities to the Faculty Senate, Student Senate, and Professional Staff Advisory Council (PSAC). John Johnsen also is working with the Faculty Senate's Executive Council on this issue.

YEAR-END REPORT: Faculty members were invited to join trustees for lunch during the March Board meeting.

E. Advance President Casamento's commitment to transparency in discussions and decision-making.

Overall Responsibility: President's and Provost's Cabinets
Additional Resources Required: N/A

MID-YEAR PROGRESS REPORT: As noted above, minutes from President's Cabinet and Joint Cabinet meetings are routinely shared with faculty and staff. President Casamento has dedicated "open hour" meeting times with faculty, staff, and students. In November 2016, she hosted a Town Hall Meeting that offered an opportunity for a frank discussion about the College's finances, and there have been a number of related memos before and after that meeting.

YEAR-END REPORT: President Casamento hosted Town Hall meetings on the budget (November 2016) and assessment (January 2017), and she reported regularly at Faculty Senate meetings. She and Provost Johnsen met with full professors about the Excelsior Scholarship program. Following racist and homophobic graffiti incidents, she met with residents of Bell Hall and Burrstone House, and hosted two Community Conversations. A spring 2017 survey of faculty and staff indicated that a majority of respondents saw favorable progress on President Casamento's goal of creating transparency.

Remaining Priorities

1. Complete a draft Self-Study Report and present it to the College community for review.

   Overall Responsibility: Middle States Executive Committee
   Additional Resources Required: N/A

   MID-YEAR PROGRESS REPORT: We are on track to present a draft to the College community in mid-April.

   YEAR-END REPORT: The draft will be distributed in mid- to late-August and presented at the Fall Welcome. The Chair of the Visiting Team will be on campus in October to meet with President Casamento and members of the Self-Study Steering Committee.

2. Complete administrative program reviews for Enrollment Management and Athletics.

   Overall Responsibility: VP for Student Affairs and Enrollment Management; Director of Physical Education and Athletics
   Additional Resources Required: N/A

   MID-YEAR PROGRESS REPORT: Ruffalo Noel Levitz has been contracted to perform the administrative program review for Enrollment Management on January 18 and 19. We have engaged a consultant to conduct the Athletics program review in January.

   YEAR-END REPORT: Both reviews have been completed and recommendations are being implemented.

3. Revise the emergency management program and continue procedures for building expertise and skill.

   Overall Responsibility: President; Provost
   Additional Resources Required: N/A

   MID-YEAR PROGRESS REPORT: We have extended the Epicenter contract for another six months. Laura Casamento and John Johnsen are reviewing draft emergency management plan and program documents, and will meet with Epicenter president Chris Tarantino in late January to finalize a schedule for the spring. In the next budget year, we will need to move on securing/identifying a staff person to take on the task of supervising emergency management.

YEAR-END REPORT: The Epicenter contract has been extended for three months in order to complete progress on this goal. The plan is in its penultimate draft.