

2017-2018 Institutional Priorities

End of Year 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.

The College's overarching priority is **institutional effectiveness**, with our institutional priorities for 2017-2018 focusing on educational quality and financial strength.

Divisional goals are developed to support those priorities, with the overall end goals being:

- **Reaccreditation by the Middle States Commission on Higher Education**
- **Maintaining a healthy DOE ratio**
- **Developing a more robust and effective plan for elevating diversity and inclusiveness at the College while simultaneously affirming that we are a community that honors and sustains freedom of expression and academic freedom**

The priorities for 2017-18 include:

I. Educational Quality

- A. Implement and ensure the effectiveness of a comprehensive assessment system at the academic and administrative levels.
- B. Lay the foundation for developing an academic master plan that will inform human resource, facilities, technology, and enrollment management planning by completing a return-on-investment analysis.
- C. Prioritize and implement recommendations from the Retention and Completion Task Force, with a focus on academic and cocurricular offerings.

II. Financial Strength

- A. Establish and achieve recruitment, retention, and completion goals that increase net revenue per student.
- B. Achieve an operating budget surplus.
- C. Diversify revenue sources and strengthen alternative revenue streams.
- D. Improve operational efficiencies.
- E. Complete a financial analysis for all academic programs.

III.A Healthy Academic Community

- A. Develop a robust and effective plan for elevating diversity and inclusiveness at the College.
- B. Develop effective and continuous avenues for communication among students, faculty, and administration.
- C. Continue, and expand, the hiring initiative begun in 2016-17, to include staff hiring as well as faculty hiring, with the goal of hiring and retaining a more diverse faculty and staff.
- D. Develop a Statement of Principles, widely accepted by the College community, to serve as a guide in the balance between maintaining an inclusive community characterized by respectful, civil discourse and a community that affirms, cherishes, and sustains freedom of expression.
- E. Develop plans for a speaker series for 2018-2019 that will focus on the relationship between diversity and inclusion on the one hand and, on the other hand, the necessary commitment of an academic institution to academic freedom and freedom of thought, conscience, and speech.

Divisional Goals

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. Vice presidents also identify other tactical goals designed to improve divisional effectiveness.

The divisional goals for 2017-18 include:

Office of the President

(See also Information Technology and Institutional Research)

Vice President for Institutional Planning and Senior Executive Assistant to the President

1. Work with members of the President's Cabinet to strengthen the assessment of annual divisional goals that support institutional priorities and better align assessment with planning and budgeting.

Institutional Priorities Addressed: I.A

Budget Implications: None

Assessment: Success in meeting this goal will require that all divisional goals identify the resources that will be required to achieve the goal as well as how progress toward achieving the goal will be assessed; that the resources required to achieve the goal are reflected in submitted operating and/or capital budgets; and that year-end assessments reflect whether the resources were allocated, how the resources were used to achieve the goal, and whether the goal was reached.

YEAR-END REPORT: While not all divisional goals identified associated costs, efforts to be prudent in spending meant there was not always room for robust resources to support goals. Improvements are needed in the way progress toward goals are assessed, but success in requiring the identification of assessment mechanisms was achieved.

2. Develop a standard process for administrative program reviews.

Institutional Priorities Addressed: I.A

Budget Implications: None

Assessment: Success in meeting this goal will require formal documentation, modeled after the existing five-year academic program review process, that includes the College's schedule for program reviews, information about budgeting for the review, and a requirement that program reviews be followed by a written plan to address the reviewer's report.

YEAR-END REPORT: Documentation was drafted, but was put on hold pending the formation of an Institutional Effectiveness Committee.

3. Establish a timeline and structure for developing the College's next strategic plan.

Institutional Priorities Addressed: I.B

Budget Implications: None

Assessment: Success in meeting this goal will require a written plan that identifies the membership of and charge for a standing Strategic Planning Committee; a detailed timeline with benchmarks; estimated costs (e.g., hiring a consultant, if appropriate); and a plan for tracking and reporting progress.

YEAR-END REPORT: This goal was deferred to FY19.

4. Work with the Budget Oversight Committee to recommend a three-year allocation plan for budget surpluses

Institutional Priorities Addressed: II.B, II.D

Budget Implications: None

Assessment: Success in meeting this goal will require a written plan that identifies and prioritizes the College's needs to replace technology, address deferred maintenance, replace furniture and equipment, and other non-operating budget expenses.

YEAR-END REPORT: Based in part on the Budget Oversight Committee's ongoing recommendations, a portion of the surplus achieved in FY18 was used to replace sidewalks and pave the main campus road, while additional surplus finds were earmarked for safety enhancements.

Facilities Management

5. Assess the condition of the College's furniture and develop a replacement plan.

Institutional Priorities Addressed: I.A, I.B, II.B

Budget Implications: None until a reserve fund is established

Assessment: Success in meeting this goal will require that all furniture be inventoried, assessed for its remaining useful lifespan, and represented on the College's Capital Calendar.

YEAR-END REPORT: Furniture in the academic buildings has been assessed according to a rubric developed by the Director of Business Services. The Executive Director for Student Living and College Engagement will use the same rubric to assess furniture in the Strebel Student Center.

6. Assess the condition of the College's equipment.

Institutional Priorities Addressed: I.A, I.B, II.B

Budget Implications: None until a reserve fund is established

Assessment: Success in meeting this goal will require that all equipment be inventoried, assessed for its remaining useful lifespan, and represented on the College's Capital Calendar.

YEAR-END REPORT: While this is an ongoing process, vehicles and grounds-maintenance equipment have been added to the Capital Calendar.

7. Analyze and make recommendations regarding the Facilities Management staffing structure.

Institutional Priorities Addressed: I.A, I.B, II.D

Budget Implications: None

Assessment: Success in meeting this goal will require that the recommendations take into account increases in the number of students, employees, and buildings/facilities.

YEAR-END REPORT: While the Executive Director of Facilities Planning and Operations knows where staffing needs to be increased due to growth, the process of formally assessing the staffing needs will be accomplished through an RFP for facilities management services.

8. Restructure the Facilities Management budget to improve visibility into accounting lines and expenditures.

Institutional Priorities Addressed: II.B, II.D

Budget Implications: None

Assessment: Success in meeting this goal will require demonstrated improvements in budget management, including cost savings.

YEAR-END REPORT: Restructuring has simplified the budget management process and has helped the Executive Director of Facilities Planning and Operations identify areas for cost savings.

Academic Affairs

1. Implement and institutionalize the academic assessment plan for all academic departments and programs, including general education, and for co-curricular programs with learning goals in Student Life and Athletics, as modified and shaped by our consultants and our experiences in 2016-17.

Institutional Priorities Addressed: I.A

Budget Implications:

- Consultant/Trainer (extension of Keeling contract: \$90K – budget req. made in Outcomes Assessment budget)
- New Dean: Salary, Computer/Printer, etc. (budgeted in IITS with new position approval); will use Outcomes Assessment as Operating Budget
- Software for collection and reporting assessment data: \$60,000 (IITS budget req.)
- Evaluate the need for additional administrative staff support. (Maintain shift in Colleen Bentley-Ciccone's work assignment at least through December, possibly all year. There may be a need in Purchasing for a temporary employee to pick up Colleen's erstwhile duties.)

Assessment: Progress on this goal will be monitored continuously and will be measured by, among other things, (1) success in hiring the new dean, (2) the report of the Keeling team, (3) purchase and activation of the new software, (4) assessment by the Academic Cabinet and the UC Assessment Steering Committee about progress vis-à-vis the timeline laid out by Keeling & Associates, and (5) evidence of ongoing assessment of the quality of institutional processes and reports.

YEAR-END REPORT: This goal was completed. (1) The new Dean for Academic Assessment was hired and has successfully transitioned into the role; (2) the report of the Keeling Team was cautiously optimistic and provided guidance for going forward; (3) the new software, TaskStream, has been purchased and is in the process of being implemented; (4) the Dean, along with Academic Cabinet, is reasonably satisfied that we have adhered to a reasonable timeline, as verified in the year-end report of the Academic Assessment Coordinating Committee and the Dean's report to the Board of Trustees Work Group on Assessment; and (5) that there is growing evidence of a satisfactory ongoing assessment process, as evidenced by, again the final report of AACC as well as by the results of the faculty survey and faculty focus groups conducted in the spring semester. Finally, the MSCHE visiting team report indicated that we had made adequate process with academic assessment, though need to keep working to deepen and expand the processes and further institutionalize them.

2. Working with Rick Staisloff, and with the administrative team, develop (in the fall) and begin implementing (in the spring) a more robust system for academic portfolio management, using a "return on investment" orientation. This will also need to entail a carefully designed communication process for rolling this out and working with the faculty. Recommend that Staisloff's firm be retained to help us accomplish both the data development and the communication/implementation. This analysis will be used going forward as part of the basis for the Academic Master Plan.

Institutional Priorities Addressed: I.A, I.B, II.B, II.D

Budget Implications: There will be substantial budget implications, not yet determined, related to the production of reports of program-level financial reports, and for Staisloff's assistance in communication and faculty development.

Assessment: The benchmarks will be: (1) the developed of efficient and effective tools for analysis, (2) the use of the tools in the spring semester to begin to make decisions about academic portfolio management; (3) widespread participation by the faculty.

YEAR-END REPORT: Work has proceeded on this intensively, but we have had to alter our timeline. The data packages are not complete and probably will not be until the beginning of the fall 2018 semester. A preliminary presentation was given to the Board of Trustees at its meeting in May, and a fuller version to the joint cabinets at their retreat in June. The joint cabinets discussed a roll-out plan (that will need further discussion and refinement), to culminate preliminarily with department and program review of their specific data in the fall term and ultimately with the dissemination of all academic program data by the close of the semester. The College continues to work toward an administrative program review as well, designed to analyze all of the support and administrative units at the institution. That review should be complete in the spring term, in order to provide the full data picture.

3. Develop a Center for Innovative Teaching and Learning.

Institutional Priorities Addressed: I.A, I.C, II.A

Budget Implications: None

Assessment: The benchmarks for this goal will be that by May 2018: (1) the Academic Cabinet, and in particular the Provost, the Associate Provosts, the school deans, and the Dean for Assessment, will develop a multi-year plan for the development of the Center, and (2) existing resources and personnel will be formally deployed under the auspices of the Center. Pursuit of grant funding for implementation.

YEAR-END REPORT: There was no progress on this goal. The Provost and the Academic Cabinet felt that it made more sense to reserve this project for the incoming Provost. This is included in Academic Affairs 2018-19 goals.

4. Conduct a programmatic assessment of Library Operations. Implement recommendations.

Institutional Priorities Addressed: I.A

Budget Implications: \$2,000 for consultant (req. made in President's budget)

Assessment: Completion of the report by the consultant and administrative response, as appropriate.

YEAR-END REPORT: At the request of the President, this was postponed until the President's Cabinet had had a chance to develop a template for administrative divisional reviews. This is expected to go forward in 2018-19, with a one-year shift in the schedule for

review of administrative divisions. This assessment process will also intersect with the review of administrative efficiency by the rpk group in ways that are not yet defined.

5. Increase administrative efficiencies in Academic Affairs.

Institutional Priorities Addressed: II.D

Budget Implications: None

Assessment: By May 2018, development of a revised schedule for compensation and revised job descriptions for chairs, associate deans, deans, and staff positions in Academic Affairs.

Compensation schedule to be implemented in 2018-19.

YEAR-END REPORT: The School Deans and Associate Provosts developed a compensation schedule that is equitable and reasonable. The model works well in two of the schools, but is widely at variance with existing compensation levels in one of the schools, and its implementation would require substantial reductions in compensation for those chairs and directors. The Provost and School Deans need to develop a plan for implementation.

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

Institutional Priorities Addressed: II.C

Budget Implications: Six programs planned @ \$10K/program: \$60,000 (req. of \$45K made for Academic Program Development in Provost's budget) (\$15K increase requested in salary line for Writer)

Assessment: Submit 6 programs to SED for approval by fall 2018.

YEAR-END REPORT: This was accomplished, though not all of the programs have yet been approved by SED. The programs are: BBA in Public Relations and Marketing, BS in Criminal Intelligence Analysis, BS in Nutrition, BS in Dietetics and Nutrition, MS in Nursing Education, MS in Nursing Leadership, Family Nurse Practitioner (MS). Also submitted were a name and degree change for the MS in Health Care Management (to MHA – Master's in Healthcare Administration), and a concentration in Nonprofit Management within the BS in Management.

7. Make effective use of adjuncts.

Institutional Priorities Addressed: II.C

Budget Implications: \$2,000 for in-service training and \$1,000 for Adjunct Awards (req. new lines in Faculty Development org.)

Assessment: Development of a more uniform and efficient system for evaluation of adjunct faculty and of a schedule for in-service training.

YEAR-END REPORT: This was partially accomplished. The Adjunct Faculty Task Force has been institutionalized as the Adjunct Faculty Advisory Committee. Under their auspices a survey was done of adjunct faculty, which has yet to be distributed to the Academic Cabinet. Out of the discussion generated by the survey results, the Cabinet will develop

ideas about in-service training, greater connectedness for adjuncts to their home departments and the full-time faculty, and regularizing the process of evaluation of adjuncts. This task has been included in 2018-19 goals. For the second year in a row, Adjunct Faculty awards were presented to two adjunct faculty members at the year-end employee recognition ceremony in April.

8. Working with representatives of all College constituencies, develop a Statement of Principles, widely accepted by the College community, to serve as a guide in the balance between maintaining an inclusive community characterized by respectful, civil discourse and a community that affirms, cherishes, and sustains freedom of expression. The statement will be developed by a task force chaired by the Provost, reporting to the President.

Institutional Priorities Addressed: III.A, III.B, III.C, III.D

Budget Implications: Costs associated with meetings (occasional refreshment, set up and take down sometimes in off-hours, etc.) and communication.

Assessment: Completion of the Statement and acceptance by the Faculty Senate, the Student Governance Association, the Professional Staff Advisory Council, and the Board of Trustees by the May 4, 2018 meeting of the Board of Trustees.

YEAR-END REPORT: This task was completed on time. All governance groups endorsed the Statement, as did the Board of Trustees at its May meeting.

Learning Services

9. The Office of Learning Services will make a successful transition to Academic Affairs.

Institutional Priorities: I.C, II.A, II.D.

Budget Implications: None.

Assessment: Success in meeting this goal will be an assessment by the Senior Associate Provost and the Director of Learning Services that they have developed an effective working relationship.

Year-End Report: Completed. Senior Associate Provost and the Director of Learning Services and have developed an effective working relationship.

10. The Office of Learning Services will engage in its 3-year cycle of both student learning goal assessment and operational assessment to ascertain the effectiveness and impact of the advising, interactions, and collaborations we provide for students and faculty. These assessment surveys are directed to the following groups:

- Currently enrolled Learning Services students
- Learning Services students who have graduated
- Faculty

Institutional Priorities: I.A, II.A

Budget Implications: None.

Assessment: Success in meeting this goal will require that the Office of Learning Services staff work with IITS staff (Candice Ossowski) in the fall 2017 to make certain that the online

surveys are current and ready to launch. In spring 2018, the surveys will be distributed online through emails. Data collection will be completed by end of May 2018.

YEAR-END REPORT: Accomplished. Surveys were completed and the data is currently being analyzed.

11. The Office of Learning Services will champion the institutional adoption of the “Persistence Scholarship” for students with disabilities as detailed in a proposal to the Provost.

Institutional Priorities: I.C, II.A

Budget Implications: None. The “Persistence Scholarship” does not require the College to provide new or additional funding. It relies on the repurposing of a small portion of an existing funding resource.

Assessment: Success in meeting this goal will require the President’s Cabinet to approve and adopt the “Persistence Scholarship” for students with disabilities as detailed in a proposal to the Provost. Moreover, the success of the scholarships will be assessed by examining persistence rates of awardees.

YEAR-END REPORT: Not accomplished. We ran out of time and the injury to the Director of Learning Services impeded progress.

Office of Diversity and Inclusion

12. The Dean of Diversity and Inclusion will make a successful transition to Academic Affairs.

Institutional Priorities: I.C, II.D

Budget Implications: None.

Assessment: Success in meeting this goal will be an assessment by the Provost and the Dean of Diversity and Inclusion that there has developed an effective working relationship.

YEAR-END REPORT: According to the Dean and the Provost, this has been a successful transition.

13. Develop a more robust and effective plan for elevating diversity and inclusiveness at the College. This will entail the development, using the Diversity Committee as a base from which to grow, of an advisory body to the Dean that can work more strategically on developing the College community’s competence and resilience on issues of diversity and inclusion.

Institutional Priorities: I.B, I.C, II.D, III.A, III.B, III.D

Budget Implications: There will be potentially substantial investment in training and student and staff development. This may involve consultants, travel to conferences and workshops, and training sessions. These costs have not yet been estimated.

Assessment: Success in meeting this goal will be gauged by the reports of the Dean and students with respect to their feelings of empowerment to address issues of diversity and inclusion.

YEAR-END REPORT: The Strategic Advisory Committee for Diversity and Inclusion (SACDI) has been formed with representatives from faculty, staff, and students. It is co-chaired by Lisa Green and Ellen Smith, and has been hard at work all spring semester. The Committee will have a strategic planning retreat in June, and the completion and approval of the plan is a goal for 2018-19.

Among SACDI's recommendations so far has been the implementation of a training process for members of the campus community. To that end, the College has contracted with Inter-Group Dialogue to begin training during the summer, and continuing throughout the coming academic year.

14. Using Faculty Senate and the newly redeveloped Student Government Association as starting points, develop more effective and continuous avenues for communication among students, faculty, and administration. This will entail the development of new venues for dialogue, which will be part of the strategic planning referred to above, including more regular use of the Wednesday afternoons for All-College events.

Institutional Priorities: I.C, II.D, III.B

Budget Implications: None

Assessment: Success in meeting this goal will be gauged by the reports of the President Provost, Dean for Diversity and Inclusion, Senior Vice President for Student Life, President of Student Government Association, and the Executive Council of Faculty Senate that there is a more regular and dependable process of inter-group communication.

YEAR-END REPORT: Other than the role played by the Community Conversations, there has been no material progress on this goal. It has been continued in the 2018-19 goals.

15. Continue and expand the hiring initiative begun in 2016-17, to include staff hiring as well as faculty hiring, with the goal of hiring and retaining a more diverse faculty and staff.

Institutional Priorities: I.C, II.D, III.C

Budget Implications: None.

Assessment: Success in meeting this goal will be gauged by the reports of Human Resources, the Provost and the other Vice presidents about success in hiring a more diverse faculty and staff.

YEAR-END REPORT: This initiative has continued and was successfully expanded to staff searches. The task force is now working with the instructional design team to put much of the curriculum for the training online, so that the number of sessions (and their length) can be reduced. While there is no clear evidence that this initiative has yet appreciably had an impact on the diversity of the faculty and staff, there is anecdotal evidence that it is having an impact on the understanding of candidates of the depth of the College's commitment to diversity. Candidates have also expressed great pleasure with availability of Community Liaisons during the on-campus interview process. This initiative has been continued in the 2018-19 goals

16. Create a more engaging, interactive and vibrant Diversity webpage presence on the Utica College website.

Institutional Priorities: I.B, I.C, II.A, II.D, III.B

Budget Implications: No fiscal resources immediately identified. There may be staff support necessary through IITS and Marketing and Communications, for example, in addition to that already provided by the staff person serving as the webmaster for the webpage.

Assessment: Success in meeting this goal will require reviewing analytics about how the site is currently used; identifying goals/audience for webpage; identifying potential model that most closely reflect the kind of webpage desired; and restructuring the webpage within the current technological framework. End result should be a webpage that is engaging, easily updated, easily accessible, and inclusive of institutional information, activities and initiatives as well as programming and training.

YEAR-END REPORT: This has not yet been accomplished. Its development will be part of SACDI's strategic planning retreat in June.

17. Determine appropriate assessment strategy for getting a read on the campus climate in terms of issues of diversity, and implement that process late in the fall semester or early in the spring semester of 2017-2018.

Institutional Priorities: I.A, III.A

Budget Implications: While much of the work can be done by the Dean for Diversity and Inclusion and members of the Diversity Committee, with assistance from offices such as Institutional Research, there may be some minimal additional costs attached to the creation, distribution (if appropriate) and/or compilation of data. Incentives may also require some financial support, although there are possibilities for minimizing this cost through donations and incentives that are not fiscal in nature.

Assessment: Success in meeting this goal will require that initial meetings be held in spring 2017; summer look at options for survey/focus groups; develop tool; confirm timeframe with Planning and Analysis; tool distributed in appropriate time frame; data collected in time to be collated summer of 2018 and distributed to community fall of 2018.

YEAR-END REPORT: A campus climate survey was successfully run in the spring. SACDI will use the results in its strategic planning retreat in June, and the results will be distributed to the campus community in the fall.

18. Develop plans for a speaker series for 2018-2019 that will focus on the relationship between diversity and inclusion on the one hand and the necessary commitment of an academic institution to academic freedom and freedom of thought, conscience, and speech. Plans will be developed by a task force chaired by the Provost.

Institutional Priorities: III.A, III.B, III.E

Budget implications: Costs of meetings and communication. Costs for 2018-19 for speakers' fees, housing, and transportation; publicity; meeting expenses; etc.

Assessment: The development of the plans in time for inclusion in the 2018-19 operating budget.

YEAR-END REPORT: This task force was formed and successfully completed its task. The series will begin with a keynote speaker on September 13, will proceed with a series of three debates, spread through the academic year, on controversial topics (the first being immigration), and will end with a community forum on the Statement of Principles. The task force will meet in August to do the detail planning.

Division of Online and Extended Studies

1. Design and develop all courses in the Data Science curriculum.

Institutional Priorities Addressed: I.A

Budget Implications: None

Assessment: Success in meeting this goal will require the design, development and approval of each of the seven new courses for this program.

YEAR-END REPORT: Partially completed. Six courses have been fully developed; two are in development and three will begin development in July. Confidence is high that all courses in this program will be developed by October 2018. Note: Four additional courses were added to the development schedule after the start of the process; these courses were not originally planned in the development cycle.

2. Create common quality standards and design criteria for all online course shells.

- Implement alignment in all online program courses.
- Complete the REFRESH project for MS Cybersecurity and RN to BSN program courses.
- Obtain Quality Matters (QM) certification for five additional online courses.

Institutional Priorities Addressed: I.A

Budget Implications: None

Assessment: Success in meeting this goal will require that all online courses follow the same guidelines for design and development across all development teams and meet the same criteria prior to going live. In addition, undergraduate online program courses will be aligned and approved, the 3-year refresh process will be complete in both the MS Cybersecurity program and the RN to BSN program, and five additional courses have been designated as approved courses by Quality Matters.

YEAR-END REPORT: Partially completed. The common quality standards have been fully implemented in Engage for all online program courses by the Engage and Utica College design teams. Initial meetings have taken place with the Canvas and Utica College design teams to begin course refresh where standards will be implemented. The course refresh processes for MS Cybersecurity and RN to BSN are behind schedule. The MS Cybersecurity program has 14 courses refreshed with four additional courses under development and four scheduled to begin in Summer 2018. The RN to BSN program has 7 courses refreshed with two additional courses under development and two scheduled to begin in Summer 2018. Four courses have been QM certified, all in the RN to BSN program.

3. Create a collaborative interdepartmental student engagement plan for all online and ABSN students.
 - Complete assessment of current online engagement efforts.
 - Create a collaborative interdepartmental student engagement plan for ABSN sites (10 events per year at two sites).

Institutional Priorities Addressed: I.B

Budget Implications: None

Assessment: Success in meeting this goal will require that online engagement efforts occur on a schedule to include at a minimum, 10 events per ABSN site annually and 10 events for the online student population.

YEAR-END REPORT: The ABSN program has a highly developed student engagement plan that focuses on three core areas: career services, student services, and community outreach. The St. Petersburg campus has had over 30 events in this academic year and has served as the prototype for Syracuse and the new campus in Miramar. The team has operationalized its student engagement plan to include monthly updates from all members of the faculty and staff working with the program. In addition, the team has worked with the faculty and staff from the main campus to maximize resources available to students at the satellite locations. An assessment of online engagement efforts was completed and will serve as a guideline for change in the upcoming year. The assessment showed a varied experience for students across programs, and noted concerns that will be addressed in the coming year.

4. Improve ABSN admissions profile and academic outcomes.

Institutional Priorities Addressed: II.A

Budget Implications: None

Assessment: Success in meeting this goal will require that the admissions process for the ABSN program be reviewed, agreed upon changes implemented and data collected on the profiles of admitted students shows improvement.

YEAR-END REPORT: The change in pre-requisite courses was approved by NYSED and implemented for the Summer 2018 cohort. Progression and retention measures are reviewed bi-weekly with the operations/academic team and the academic team meets regularly to review. The progress of students under the new admissions criteria will be monitored moving forward and adjusted if needed.

5. Open an ABSN site in Fort Lauderdale/Miami, FL by spring 2018.

Institutional Priorities Addressed: II.C

Budget Implications: None

Assessment: Success in meeting this goal will require that the Fort Lauderdale/Miami Florida site be opened in the spring of 2018.

YEAR-END REPORT: The new site will open in August and receive its first cohort of students in Fall 2018, meeting admissions targets. There has been a number of meetings with government officials, healthcare partners, educational colleagues, and community leaders. Utica College has been established as a strong academic institution in the local community. The ribbon-cutting event for new site is planned for Thursday, September 13, 2018.

6. Develop executive education programs in data science and healthcare leadership.

Institutional Priorities Addressed: II.A, II.C

Budget Implications: None

Assessment: Success in meeting this goal will require that executive education programs be developed and launched for data science and healthcare leadership.

YEAR-END REPORT: These initiatives remain stalled. There is some hope that with new academic leadership in the Schools the models developed will be used in the upcoming academic year. The relationships with community partners are still being fostered with the hope that they will be prepared to move forward in the near future.

7. Re-develop the Wiley and Orbis contracts in conjunction with Legal and Financial Affairs.

Institutional Priorities Addressed: II.D

Budget Implications: None

Assessment: Success in meeting this goal will require that the Wiley and Orbis contracts be reviewed and identified changes be made in the best interest of the institution.

YEAR-END REPORT: The Orbis contract was reviewed and extended with the opening of a second site in Florida. Portions of the Wiley contract have been reviewed; however, change is not likely until it is time to revisit the contract in its entirety.

8. Establish 5 new ABSN articulation agreements in Florida.

Institutional Priorities Addressed: II.C

Budget Implications: None

Assessment: Success in meeting this goal will require that 5 new ABSN articulation agreements be established.

YEAR-END REPORT: There are four new articulation agreements with Holy Cross Hospital, John Hopkins Children's Hospital, Moffitt Cancer Center, and BayCare (for the FNP program). Several additional contracts are awaiting approval.

9. Create a predictive scheduling process for online degree-completion programs.

Institutional Priorities Addressed: II.D

Budget Implications: None

Assessment: Success in meeting this goal will require that an effective predictive scheduling model be developed and in place in order to meet the online curriculum needs of all student populations: online degree completion, ABSN PREP, and ground students taking online courses.

YEAR-END REPORT: The scheduling process as a whole is being revisited by the Registrar's Office and the administrative staff in the school offices. Through this process there is the potential to create a schedule of courses that will be reviewed by all stakeholders prior to staffing sections. The process would involve looking at past course enrollments and current student projections by program and delivery mode. The ABSN scheduling process has been redesigned with input from key stakeholders and should result in greater

efficiencies. The scheduling of online program courses is managed by the program director working with the success coach, tracking student progress and course needs semester-to-semester.

Student Life

Student Wellness Center/Counseling Center

1. Implement a series of culturally diverse programs to increase students' awareness and knowledge of how other cultures engage in alcohol and other drug use.

Institutional Priorities Addressed: I.C, II.A

Budget Implications: None

Assessment: Success in meeting this goal will require that counseling center staff will facilitate least two culturally diverse programs to increase students' awareness and knowledge of how other cultures engage in alcohol and other drug use each semester. Pre and post tests will be administered to assess effectiveness of program.

YEAR-END REPORT: Did not complete as the Alcohol and Other Drug (AOD) Counselor resigned mid-December and we were not able to refill this position until mid-March, therefore we did not have the staff to provide AOD programming during the spring semester.

2. Implement eCHECKUP to help expand on the current campus wide efforts to decrease alcohol and other drug use on campus.

Institutional Priorities Addressed: II.A, II.D

Budget Implications: Annual cost for package is \$3,500. The Counseling Center already has earmarked funds totaling \$1,100 for an online mental health assessment tool. We have been utilizing this tool since September 2013, and on average have only received 10-20 completed screens each month. We feel that this money could be better utilized elsewhere for the time being, and therefore the total additional annual cost for this program would be \$2,400. Note: A separate budget proposal has been prepared and submitted to the Senior Vice President of Student Life and Enrollment Management. Assessment: Success in meeting this goal will require the purchase and utilization of eCHECKUP. Counseling staff will utilize the eCHECKUP programs for individual counseling sessions and individual sanctions for the 2017-2018 academic year; provide information about eCHECKUP to additional staff (such as Area Coordinators) for use when appropriate; and review the effectiveness and impact of using eCHECKUP in conjunction with other strategies at the end of the 2017-2018 academic year. Additional details available through budget proposal.

YEAR-END REPORT: A total of 79 students completed the alcohol assessment and 9 students completed the Marijuana assessment. These were students we were sanctioned to complete an assessment and counseling session from the Student Conduct Office following a violation that involved alcohol/marijuana.

3. Conduct administrative program review.

Institutional Priorities Addressed: I.A, II.D

Budget Implications: \$1500-2000; estimate cost for external consultants.

Assessment: Success in meeting this goal will require the identification and hiring of a

consultant to complete the review; participation of Counseling Center staff and appropriate others in the review process; the provision and review of a final report; and identification of next steps in spring of 2018 in response to the report.

YEAR-END REPORT: The professional we previously identified is no longer available. We have been working with Dean of Students on securing another professional to review both the health and counseling centers.

Student Wellness Center/Student Health Center

4. Cross train all staff members in the Student Wellness Center in duties necessary to cover the front office in the absence of the Administrative Assistants.

Institutional Priorities Addressed: I.A, II.D

Budget Implications: None

Assessment: Success in meeting this goal will require that all medical and counseling staff members be trained in the basic front office operations such as scheduling appointments, providing proper information and triage, and be prepared to do so for the beginning of the fall 2017 semester.

YEAR-END REPORT: Goal complete.

5. Complete Administrative Program Review by December 2017.

Institutional Priorities Addressed: I.A, II.D

Budget Implications: \$1500-2000; estimated cost for external consultants.

Assessment: Success in meeting this goal will require the identification and hiring of a consultant to complete the review; participation of SHC staff and appropriate others in the review process; the provision and review of a final report; and identification of next steps in response to the report in spring 2018.

YEAR-END REPORT: The professional we previously identified is no longer available. We have been working with Dean of Students on securing another professional to review both the health and counseling centers.

6. Expand collaboration efforts with community agencies and student organizations to offer targeted Sexually Transmitted Infection programming and free testing to students.

Institutional Priorities Addressed: II.D

Budget Implications: \$200

Assessment: Success in meeting this goal will require community outreach to find organizations that are willing to come to campus and work with student organizations to provide educational programming and testing services for free to our students; identifying appropriate student organizations as partners in programming; making the connections between resources and organizations; with a result of expanded STI programming and free testing.

YEAR-END REPORT: Goal complete. A total of \$1000 was spent out of the Health Center budget for HIV testing. The connections made with community organizations along with student organizations, will serve as the foundation for ongoing opportunities to educate our students and offer free testing.

Campus Safety

7. Work with Epicenter Media & Training to update and rebuild Utica College Emergency Preparedness plan, help build Table Top exercises, and work towards a full exercise.

Institutional Priorities Addressed: II.D

Budget Implications: None

Assessment: Success in meeting this goal will be observed through participation in our next few training meetings and tabletop exercise, monitoring the A,B, & C teams participation in the training sessions.

YEAR-END REPORT: The January 10 active shooter exercise was well attended and went very well, (made a huge difference during our March 5h/6th incidents) UPD has conducted several “Run, Hide, Fight” seminars with faculty and staff and more training sessions are in planning mode. Six additional training sessions with a total of 134 participants have taken place. We have continued to work to continually promote and grow the Utica College Student EMT Program.

8. Develop Memorandums of Understanding with New Hartford Police Department, Whitestown Police Department, and New York Mills Police Department. Additionally, work on MOUs with New York Mills and Utica Fire Departments.

Institutional Priorities Addressed: I.C, II.A

Budget Implications: None

Assessment: Success in meeting this goal will be documented by the signed MOUs

YEAR-END REPORT: There is an existing MOU with UPD and UFD. Unmet for the other departments for 2017-2018.

9. Develop and implement a more aggressive plan to encourage students and staff members to enroll in Rave Guardian plan (“blue light” on your smartphone).

Institutional Priorities Addressed: II.A

Budget Implications:

Assessment: Success in meeting this goal will be based upon the increased numbers of students and staff enrolling in the RAVE Guardian plan.

YEAR-END REPORT: Fall 2018 Orientation has a plan for encouraging first year students to enroll. The March 2018 Parent Newsletter had information about enrolling.

10. Work with IITS to build a web program that will streamline the identifying and billing of our traffic ticket system. This will eliminate many hours of identifying, filing, and billing of tickets

Institutional Priorities Addressed: II.C

Budget Implications: IITS Development

Assessment: This program is still in the design stage, but will eventually be assessed based upon the number of hours necessary to operate the new system.

YEAR-END REPORT: Mary and Doug have worked with Candice to get the Electronic Ticket and Violation Management System set up as a web-based system. Not complete and no date has been given by IITS for implementation.

11. Complete the digitizing of documents on accident reporting. We began to create this process in 2016 and now we are ready to work with IIT to complete the project.

Institutional Priorities Addressed: II.C

Budget Implications: IITS Development

Assessment: Once the program is in place all staff will be educated via email and paper instructions on the use of the program. The number of incidents entered into the new system will then be monitored.

YEAR-END REPORT: Not complete and no progress on this program. All focus has been on getting the ticking, and billing system up and running.

Career Services

12. Continue work on Keeling and Associates' recommendations in developing an assessment plan and cycle by developing two additional Student Learning Outcomes, mapping the outcomes up to the following:

- Career Services' Student Learning Goals
- Student Life's Co-Curricular Student Development Competencies
- Utica College's Key Intellectual Skills

Institutional Priorities Addressed: I.A

Budget Implications: N/A

Assessment: Success in meeting this goal will be documented by the creation of the Student Life - approved SLO flowcharts with accompanying evaluations and/or rubrics.

YEAR-END REPORT:

Career Counseling Appointments: We have collected exit survey data from 202 students, and the survey is now closed. A text analysis has been performed for all entries and the data has been coded by themes, many of which map up to the office's overarching student learning goals. 194/202 (96%) entries were able to identify newly acquired knowledge or growth, thereby exceeding our goal of 90%.

Resume Rubrics: We have collected and scored resume rubrics for 32 students. 31/32 (97%) met or exceeded the stated threshold after the opportunity for one revision, thereby exceeding our goal of 75%.

13. Increase student participation in events featuring employers, strengthen Career Services' employer relations program and increase faculty awareness of the Office.

Institutional Priorities Addressed: I.C, II.A

Budget Implications: N/A

Assessment: Success in meeting this goal will be documented by a record of Career Services' meetings with faculty members.

YEAR-END REPORT: Collaboration with the Accounting, Health Studies, and Education faculty have yielded strong participation numbers in the Accounting and Non-Clinical Health Networking Nights. Student participation increased for the Accounting Networking Night by 83% from last year, and participation increased for the Non-Clinical Health Networking Night by 67% from last year. Collaboration with Cybersecurity faculty has yielded partnerships with a range of employers including Booz Allen Hamilton, Excellus BCBS, and First Source. Collaboration with business faculty is ongoing, although student participation in events has been limited. The Management Networking Night was cancelled due to low registrations, and the rescheduled Business Panel was not well attended by students. Student participation in the Job and Internship Fair remained relatively flat from last year, yielding just under 200 participants (note: the event was held days after the lockdown).

14. Develop new initiatives to increase office and service accessibility to students and reduce wait times for students seeking assistance with professional document development and review.

Institutional Priorities Addressed: II.A

Budget Implications: N/A

Assessment: Success in meeting this goal will be documented by a record of the number of students who utilize services designed to expedite meeting time (ex: drop-ins).

YEAR-END REPORT: 90/629 sessions were recorded as drop-ins (14% of our total sessions) in 2017-2018. Given the parameters of the office and availability of staff, this is a satisfactory percentage.

15. Evaluate career services opportunities for on-line and ABSN students.

Institutional Priorities Addressed: I.A, I.B, II.A, II.D

Budget Implications: \$40,000 – \$250,000

Assessment: Success in meeting this goal will involve identifying and contracting with an online provider for these services should funding become available.

YEAR-END REPORT: Career Services met with Tutoring Services for an online tour of Smarthinking's new Career Coach services during the spring semester. Marketing has been

developed to promote the resource to online students. The UC Smarthinking representative has been contacted to inquire about the possibility of providing a demo to online students as part of the communication roll out.

Student Conduct and Community Standards

16. Develop and implement a "community standards" civility campaign that creates an environment where students learn to treat each other with respect, learn appropriate conflict resolution skills, and learn to appreciate and learn from their differences.

Institutional Priorities Addressed: II.A

Budget Implications: N/A

Assessment: Success in meeting this goal will be based upon an evaluation of the quality and "face value" effectiveness of the programs as determined by Student Life professional and student staff; as well as a decrease in incidents requiring mediation.

YEAR-END REPORT: Complete - Developed a sanctioning framework that used educational sanctioning for first time violators and an assessment product, eCheckup, for students who violated a second time or violated once and involved medical intervention by EMTs, Paramedics, or transport to the hospital.

17. Collaborate with the Counseling Center to develop a progressive educational approach to sanctioning for alcohol and other drug (AOD) offenders.

Institutional Priorities Addressed: II.A

Budget Implications: N/A

Assessment: Success in meeting this goal will be based upon the development, implementation, and ease of use of the final project; as well as a decrease in repeat offenders of the alcohol and drug policy.

YEAR-END REPORT: Complete - Developed a sanctioning framework that used educational sanctioning for first time violators and an assessment product, eCheckup, for students who violated a second time or violated once and involved medical intervention by EMTs, Paramedics, or transport to the hospital. First time AOD violators: 89 students (Judicial Educator tool as a sanction); Second time (repeat) AOD violators: 4 students (eCheckup assessment as a sanction); First time AOD violators involving medical evaluation/transport: 22 students (eCheckup assessment as a sanction); Zero students assigned to eCheckup that had a future AOD violation.

Student Living and College Engagement

18. Enhance and increase student programming efforts through the newly developed Office of Student Living and College Engagement.

Institutional Priorities Addressed: I.C, II.A

Budget Implications: Update the % of funds from fees to be distributed to the office and Senate in consultation with Student Senate

Assessment: Success in meeting this goal will require a comprehensive listing of all programming efforts including amount of funding and number of students participating. The comprehensive list will include a diverse event selection including social, educational and multicultural events spanning the entire campus community (residential and commuter populations).

YEAR-END REPORT: The SLCE office supported more than 330 programs throughout the year. This includes programming in the residence halls, club and organization programming as well as office staff generated programs. We had a robust usage of the Travel funds provided by student government. More than 40 students requested and were awarded funds to travel to academic related conferences. Resident Hall programs average about 20 per RA event. The UCPB events averages about 87 students. The IGC midnight breakfast had 1100 students. The Holiday Dinner had approximately 1000 students attend.

19. Develop a partnership with Athletics with a goal toward attracting students to more events on campus, particularly with regard to developing school spirit and awareness of the entertainment value of sporting events.

Institutional Priorities Addressed: I.C, II.A

Budget Implications: N/A

Assessment: Success in meeting this goal will require evidence of collaborative marketing, collaborative program development, and added attraction for students to attend sporting events. An increase in attendance should be notable.

YEAR-END REPORT: Progress in this area stalled some after the Football event failed. We did continue to have “Trax” attend as many events as he was able. In addition, we made sure to advertise all Athletic events on our SLCE calendar, the TV’s as well as the day sheet.

20. Continue to develop Ramada Hall into a residential experience rather than a holding place for residents. Increase programming and the shuttle service.

Institutional Priorities Addressed: I.C, II.A

Budget Implications: Costs for increased shuttle times. Estimate \$20,000

Assessment: Success in meeting this goal will require additional shuttle service to and from Ramada so that students can be more active on campus. Ramada Residents should note a “value added” experience that is not common to other residence facilities on main campus.

YEAR-END REPORT: With significant help from UC Facilities, we had a successful opening in August. We have since amended the contract to allow UC Facilities staff to complete needed repairs in Ramada Hall. Making this adjustment has reduced stress on our students and staff. Additional shuttle hours were added with positive responses from our students in Ramada. There were very few complaints this year about the shuttle service or the care of the facility. Using the Campus Facilities was a big win for our students in Ramada in terms of customer service.

Opportunity Programs

21. Beginning with the 2017-2018 incoming HEOP cohort, the Office of Opportunity Programs will increase HEOP student 4-year graduation rates by 10 %.

Institutional Priorities Addressed: I.C, II.A, II.D

Budget Implications: None

Assessment: Success in meeting this goal will require that the Office of Opportunity Programs' staff to work collaboratively with faculty advisors to monitor and track HEOP students' progress in meeting degree requirements for the academic major; assist HEOP first year students in establishing realistic academic goals; and ensure that students are enrolled in a minimum of 15 credits each semester unless otherwise indicated.

YEAR-END REPORT: The current 4-year graduation rate for HEOP is 30%. The following trends have occurred in the past 4 years:

2010 cohort: 14 students (21.4% 4-year graduation rate)

2011 cohort: 20 students (10% 4-year graduation rate)

2012 cohort: 18 students (11.1% 4-year graduation rate)

2013 cohort: 20 students (5% 4-year graduation rate)

22. Develop a spring semester structured freshman seminar-like course for first year Opportunity Programs students who struggled academically during the previous fall semester.

Institutional Priorities Addressed: I.C, II.A, II.D

Budget Implications: None

Assessment: Success in meeting this goal will require the Opportunity Programs' staff to continue the course approval process through the various offices and committees. Pending course approval, our goal is to implement this experimental course for spring 2018. Course is currently under review by the space committee.

YEAR-END REPORT: We held 3 sessions in Spring 2018 that covered the following topics: Learning Styles, Time Management, and Degree Planning. We had between 4 -5 freshman attend each session. Of the freshman who attended, 100% are continuing into their 2nd year. (Of the 10 freshman who started in Fall 2017, 8 students (80%) are continuing into their 2nd year.)

Athletics

1. Partner with Enrollment Management and department coaching staff to ensure roster management goals are appropriately set and achieved. Analyze the geographic recruitment area and the quality of student-athlete enrolled to forecast academic and athletic success as measured by GPA's and win-loss record. Schedule monthly tactical meetings with enrollment management and make enrollment management aware of top 2-3 recruits for each sport.

Institutional Priorities Addressed: II.A

Budget Implications: maintaining a reasonable recruiting budget for coaches to recruit student-athletes that will allow for competitive teams, satisfy roster goals, and increase out of state enrollment.

Assessment: Success in meeting this goal will be reflected in achieving the pre-set roster goals and improvement in each teams win-loss record while maintaining appropriate GPA levels.

YEAR-END REPORT: Overall athletic roster goals have been surpassed

2. Using assessment outcomes from the spring 2017, refine the athletic assessment process and facilitate the required training for coaches and staff. In addition to staff training on assessment, implement a multi-year plan to cycle through the educational goals of athletics. This includes creating a quality improvement plan.

Institutional Priorities Addressed: I.A

Budget Implications: Cost of training for staff.

Assessment: Success in meeting this goal will require appropriate training of the athletic staff by an assessment professional and a written plan that outlines both, the educational goals to be assessed and a plan for improvement.

YEAR-END REPORT: Successful coach training took place in January 2018.

Modifications to the Fall 2017 rubrics were made by the coaching staff and accepted for implementation.

3. Partner with Advancement to create a comprehensive athletics advertising package that demonstrates to both sponsors and Utica College the mutual benefit of such partnership. Re-evaluate current sponsor packages and make necessary adjustments to maximize financial benefit to the college.

Institutional Priorities Addressed: II.C

Budget Implications: None

Assessment: Success in meeting this goal will require that a standard template be created to present to current and potential sponsors. The plan should include a clear outline of benefits to the sponsor as well as all related costs associated with the sponsorship. Most sponsor packages will most likely be recreated to achieve the financial goals set forth by Advancement.

YEAR-END REPORT: The suites at the Adirondack Bank Center at the Utica Aud were utilized for home men's hockey games as a way to recruit prospective students and their families. Anecdotal feedback has been very positive. Meetings between Athletics and Advancement have already taken place to be more efficient for the future.

4. Hold first annual planning retreat for athletics. Facilitate conversation with coaches and staff on how our sport teams can become consistent contenders for one of the top four spots in our respective conferences. Develop plans to strengthen shared governance including development of internal committee system to foster coach participation in athletic administration.

Institutional Priorities Addressed: I.A, I.C, II.D

Budget Implications: Refreshments (\$200.00)

Assessment: Success in meeting this goal will require a formal recommendation to the President and VP for Admissions and Enrollment Management that identifies the athletic department needs to be consistently successful in the Empire Eight and associated athletic conferences as outlined by the coaches.

YEAR-END REPORT: The newly formed shared governance structure (athletic leadership group) has proven to be very effective. Several important topics have been discussed with the athletics leadership group and resolutions have been found. Often there are student-athlete conduct scenarios that arise in which the leadership group has been able to offer valuable insight.

In addition, the voices of the leadership group in staff meetings has been embraced.

Information Technology and Institutional Research

Infrastructure

1. Optimize and consolidate infrastructure technology by phasing out or upgrading hardware and software where applicable in an effort to increase usage and decrease redundancy.

Institutional Priorities Addressed: I.B, II.D

Budget Implications: \$276,000 budgeted in capital budget and \$60,000 budgeted in operating budget

Assessment: Success in meeting this goal will require a comprehensive review of existing infrastructure hardware, software, and applications to identify areas in which some redundant technology may be eliminated to produce a cost savings to the institution.

YEAR-END REPORT: Capital funding was utilized to replace the aged campus routers and the needed upgrades to the Virtual Desktop Infrastructure supporting the Cybersecurity program. In addition, new servers were purchased to support the Banner 9 environment that will create an overall savings for the institution.

2. Reassess existing partnerships and explore new partnerships with third party vendors in an effort to reduce costs and increase services to campus users.

Institutional Priorities Addressed: II.D

Budget Implications: N/A

Assessment: Success in meeting this goal will require a review of all expiring contracts in the 2017-18 fiscal year to identify areas where we may be able to work with vendors to expand services and/or decrease costs. As appropriate, we will initiate an RFP process to explore new and ongoing partnerships.

YEAR-END REPORT: A new partnership was developed with Teracai which is providing support for the VDI environment described above. The College also engaged in an RFP process to select a new managed print services provider to improve support and maintenance for campus printing.

3. Deploy wireless access points to expand wireless capability in areas of campus identified as having insufficient coverage. Conduct an assessment of the College's wired and wireless infrastructure to determine an action plan for continued improvement of coverage.

Institutional Priorities Addressed: II.D

Budget Implications: \$32,000 – budgeted

Assessment: Success in meeting this goal will require that we respond to the results of the campus wireless survey being conducted in spring 2017 and respond as appropriate with additional access points to increase coverage on campus. It will also require that we engage in a full assessment of the College' wireless infrastructure to determine whether or not to recommend changes moving forward.

YEAR-END REPORT: New access points were purchased and deployed on campus to improve wireless coverage, particularly in residence halls. Campus bandwidth was also expanded on campus to 2.5 Gbps in response to increased usage in both academic and residential spaces.

User Services

4. Implement remote management tools to increase efficiency and response time for issues with classroom technology and individual computers.

Institutional Priorities Addressed: II.D

Budget Implications: \$8,500 (JAMF Casper Suite); \$9,000 recurring annual cost; \$5,000 training, \$2,400 travel for training – all budgeted

Assessment: Success in meeting this goal will require that we invest in this technology and train our employees to be able to address campus user and classroom computer issues from remote locations. Doing so will increase efficiency, allowing User Services to respond to an increased number of Help Desk tickets and resolve problems faster.

YEAR-END REPORT: These products were purchased late in academic year 2017-18 and the project is being led by the Desktop Computer Administrator. Implementation will continue throughout 2018-19, allowing IITS to manage classroom technology, individual computers, and mobile devices remotely.

5. Establish measurements of effective user support to improve our use of statistics from the Help Desk ticketing and Classroom and Event Support request systems.

Institutional Priorities Addressed: II.D

Budget Implications: N/A

Assessment: Success in meeting this goal will require that User Services use data collected from the Help Desk ticketing and Classroom and Event Support request systems in order to decrease response time in addressing user needs and to properly schedule event support to meet user needs and increase operational efficiencies.

YEAR-END REPORT: Department leadership is utilizing statistics from the IITS Help Desk ticketing system to evaluate response times to open tickets, as well as targets for follow-up and close of tickets with a goal on continued improvement to customer service.

Information Security

6. Engage Computer Science and Cybersecurity faculty to develop partnership opportunities that would secure Utica College information and provide students for opportunities to apply theory to practice.

Institutional Priorities Addressed: II.D

Budget Implications: N/A

Assessment: Success in meeting this goal will require that Information Security work with academic departments to identify ways in which students can gain real-world experience in their areas of interest while helping the College test its network to detect potential

vulnerabilities, while also saving the College money by working with internal constituencies as opposed to external vendors.

YEAR-END REPORT: Little progress was made on this goal as the institution shifted its emphasis to external partnerships to perform penetration testing and PCI compliance assessments. IITS plans to engage academic programs to develop such partnerships in 2018-19.

Information and Application Services

7. Complete Phase I of the migration to the Banner XE platform.

Institutional Priorities Addressed: II.D

Budget Implications: \$24,000 for new database server and storage – budgeted in capital budget

Assessment: Success in meeting this goal will require that we complete the development of the Banner XE implementation plan in the 2017-18 academic year. Phase I will include the purchase and utilization of the Oracle 12c database server. Additionally, we will need to upgrade the Banner database version to 9.3 and deploy the Ellucian Ethos identity server to allow for single sign-on capability.

YEAR-END REPORT: The Oracle production data was upgraded to Oracle 12c, a requirement for Banner 9. The underlying database was updated and the Ellucian Ethos identity server, several Banner 9 Self-Service components, and Banner General Administrative pages have been deployed in the live production environment. Evaluation of additional Self-Service modules for implementation will continue in the 2018-19 academic year.

8. Deploy Argos dashboards, OLAP cubes, and reports designed to empower timely decision-making by users and reduce the redundancy of report development requests.

Institutional Priorities Addressed: II.D

Budget Implications: N/A

Assessment: Success in meeting this goal will require that we meet with users in academic and administrative areas to identify those data and reports that will allow them to make decisions in a more timely manner. An emphasis will be placed on creating user reports that can reduce the number of requests to for IITS to refresh or update prior-year reports, allowing IAS staff to focus on new development.

YEAR-END REPORT: The efforts to reduce the number of ad hoc requests for data and reports from IITS to campus users continue. New Argos dashboard and OLAP cubes are being regularly developed and deployed.

Web Development

9. Implement a ticketing system similar to the Help Desk ticketing system that would allow users to submit tickets for web development projects online in order to improve efficiency and allow the web development team to prioritize requests.

Institutional Priorities Addressed: II.D

Budget Implications: N/A

Assessment: Success in meeting this goal will require the development of a new request tracking system that will allow web development staff to track and assign user requests in a more efficient manner. Developing this system will also keep users up to date on the status of their requests and allow us to more accurately report on statistics of requests for web development.

YEAR-END REPORT: Not yet complete. Production was delayed due to efforts to support the new institutional website.

10. Convert all regularly used web forms into responsive, mobile-friendly forms using a standardized form template to aid in recruitment efforts.

Institutional Priorities Addressed: II.A, II.D

Budget Implications: N/A

Assessment: Success in meeting this goal will require that all web forms are converted to a standard template and that all new forms are developed using that template to provide a consistent user experience.

YEAR-END REPORT: A standardized template has been created which has been used to update several dozen web forms to date. Additional changes to the forms have been made in preparation for the change in programming language that will occur in the new designed institutional web site.

Institutional Research

11. Automate 2-3 annual state and/or federal reports to NYSED and IPEDS using Argos.

Institutional Priorities Addressed: II.D

Budget Implications: N/A

Assessment: Success in meeting this goal will require working with IITS to identify those state and federal reports that can be developed in Argos, with the goal being to pull the necessary data to complete those reports directly from Banner. This will result in time saved and reduce the chance for manual error in data transfer.

YEAR-END REPORT: Not yet complete. Efforts to complete this goal were delayed due to Institutional Research participation with the academic program analysis project and on the Institutional Effectiveness Task Force.

12. Work with Academic Affairs to refine program review data sets and automate them so that faculty can access the data in real time.

Institutional Priorities Addressed: I.A, II.E

Budget Implications: N/A

Assessment: Success in meeting this goal will require working with the faculty and the Office of Academic Affairs to create a standard template of data on academic programs to be provided to those academic programs undergoing review. The use of consistent data sets will increase efficiency and clarity in the program review process.

YEAR-END REPORT: Institutional Research has coordinated with the Dean for Academic Assessment and some academic department program chairs to modify the template being used to provide enrollment, retention, and other student data as part of the academic program review process. Work is ongoing to automate those reports for real-time faculty access.

13. Administer the National Survey of Student Engagement with a target student response rate of 38%. Analyze and report findings that may inform assessment, retention, and completion strategies.

Institutional Priorities Addressed: I.A, I.C

Budget Implications: \$7,000 – budgeted

Assessment: Success in meeting this goal will require working with campus constituencies to communicate the importance of student participation in the survey and to encourage their participation. Once data are collected, it will require an analysis of the results as compared to the first administration of the NSSE in 2015 to identify areas of improvement or those of concern, and communicate those with campus constituencies as appropriate.

YEAR-END REPORT: The NSSE was administered in the spring to undergraduate, on-campus students, which included a new topical module for students on Inclusiveness and Engagement of Cultural Diversity. Overall a response rate of 38.2% was achieved. Data from the surveys will be provided by NSSE in late summer 2018 and will be evaluated along with participation from the Dean for Academic Assessment with communication to faculty to follow.

14. Provide graduate employment data to Advancement, Admissions, and Academic Affairs as a result of improved data collection strategies.

Institutional Priorities Addressed: I.A, II.D

Budget Implications: N/A

Assessment: Success in meeting this goal will require working with departments listed above to determine what data will be useful in their efforts to promote post-graduate outcomes and ensuring that the data stored in Banner can be utilized in a way to meet those needs. It will require developing new reports if such reports do not currently exist.

YEAR-END REPORT: Advancement, Enrollment Management, and Institutional Research worked collectively on developing a new survey to gather information from alumni in recent classes to improve our graduate data. IITS contributed to this process by creating a new interface to effectively transfer that information from the survey instrument to Banner Advancement. Our internal survey that is distributed to graduating students has also been modified to improve data collection.

Enrollment Management

Undergraduate Admissions

1. Achieve net tuition revenue goals while enrolling 625 freshman, 170 transfers for the fall semester and 8 freshman and 80 transfers for the spring term.

Institutional Priorities Addressed: I.B, I.C, II.A

Budget Implications: N/A

Assessment: Enrollment data on the freeze date will determine the success of this goal.

YEAR-END REPORT: For the Fall semester, we enrolled 548 freshman, below our target of 625 and 192 transfer students above our goal of 170. Net tuition revenue exceeded goals per student however the decrease in enrollment was approximately \$150K based on the lower number of freshman (77) and offset by 20 additional returning students and 22 transfers in the budget models. We enrolled 73 new transfers and only 2 new freshman for the Spring 2018 semester.

2. Decrease melt by .5% from the fall 2016 incoming class.

Institutional Priorities Addressed: I.B, II.A

Budget Implications: None

Assessment: Enrollment data from the freeze will determine the success of this goal.

YEAR-END REPORT: Complete. Freshman melt was 13% for fall 2017 versus 15% for fall 2018.

3. Revamp transfer website and use of articulation agreements and course planning guides to increase transfer applications and enrollment.

Institutional Priorities Addressed: I.B, I.C, II.A

Budget Implications: None

Assessment: When the web updates are complete, this goal will be achieved.

YEAR-END REPORT: Complete. Transfer website has been updated with TES and Articulations on the front page.

4. Establish a webinar recruitment platform for admissions counselors to conduct information sessions to high schools via their individual offices.

Institutional Priorities Addressed: I.B, II.A

Budget Implications: None

Assessment: Development, training and use of the platform will determine the success of this goal.

YEAR-END REPORT: Google Hangouts have been used with limited success. IITS is working with admissions on reviewing better technology options for this type of recruitment and outreach.

5. Complete the academic program demand analysis research with Ruffalo Noel Levitz.

Institutional Priorities Addressed: I.C, II.A, II.E

Budget Implications: None (repurposing funds to complete research)

Assessment: Completion of the study and any action implemented will determine the success of this goal.

YEAR-END REPORT: Ruffalo Noel Levitz presented the Academic Program Demand Analysis to the Joint Cabinets on March 28. This information has also been shared with the rpk Group. This data will be used in our strategic planning discussions.

Enrollment Operations

6. Integrate remaining populations (Graduate, International, ABSN and Online) of the CRM and use more effectively within these areas.

Institutional Priorities Addressed: I.B, II.A, II.C, II.D

Budget Implications: IITS Staff Resources

Assessment: Success in meeting this goal will require regular monitoring of usage to ensure departments are using the system properly. Frequent training sessions should be implemented for users.

YEAR-END REPORT: Not complete. International is the only population that has been integrated into the CRM. Given that our existing CRM has been purchased by a new company and a plan will need to be developed for its replacement thus not adding new populations at this time.

7. Examine current admissions processes for Wiley and Orbis to streamline for more consistent requirements across programs and partners. Examine application file review processes for all partners and adjust to allow for more efficient file review and quicker admissions decision turnaround.

Institutional Priorities Addressed: II.C, II.D

Budget Implications: None

Assessment: Success in meeting this goal will require a full review of the current processes, admissions requirements, exceptions, conditions and ongoing issues to ensure the admissions process is accurate, holistic and fair.

YEAR-END REPORT: Many changes have been implemented including routing of files, collaboration with the PREP program and admissions advisors.

8. Utilize Argos to automate admissions letters for the International population.

Institutional Priorities Addressed: II.A, II.C, II.D

Budget Implications: IITS

Assessment: Success in meeting this goal will require IT support to build accept and deny letters in Argos and monitoring to ensure the process is running as planned. International Education will be required to communicate with the admissions department if they are finding issues with the letters. This will also require the International Admissions Counselor to be familiar with the students within the application pool each cycle so any issues can be addressed early.

YEAR-END REPORT: Complete!

Graduate Admissions

9. Increase recruitment numbers for graduate education, MBA in Professional Accountancy and International MBA within budgetary constraints using clearinghouse data and added articulation agreements.

Institutional Priorities Addressed: I.B, II.A, II.C, II.D

Budget Implications: N/A

Assessment: Inquiries using articulation agreements and target lists of undergraduate career advisors at feeder schools will be tracked along with yield results.

YEAR-END REPORT: Due to political climate and other factors that limit VISA issuance, international MBA flow of inquiries from agents is down significantly with five in process for January 2018 as opposed to 34 last year. No significant increase in sight for the foreseeable future. Graduate education numbers have exceeded projected goals. 25 new students for summer 2018 (includes apprenticeship cohort).

10. Increase quality of external candidates for MS OT and DPT by continuing to refine student profile through OTCAS and PTCAS data.

Institutional Priorities Addressed: I.B, II.A, II.C, II.D

Budget Implications: N/A

Assessment: Using data analysis of last three OT and DPT classes, continue to refine student profile based on GPA, hometown, undergraduate college and other factors. Using these variables, determine strength of factors based on percentages to use in ranking qualified candidates based on their likelihood of attending UC if accepted.

YEAR-END REPORT: Successfully ongoing. First DPT group interviewed had average GPA of 3.6; first MS OT group interviewed had an average GPA of 3.5. Summer 2018 DPT cohort GPA - 3.59. Summer 2016 DPT cohort GPA-3.51, Summer 2017 DPT cohort GPA-3.44; Incoming OT Day cohort 3.53, Fall 2016 OT Day cohort-3.57, Fall 2017 OT Day cohort-3.47; Incoming OT Weekend cohort - 3.47, Fall 2016 OT Weekend cohort GPA-3.47, Fall 2017 OT Weekend cohort GPA-3.52

11. Work with faculty and administration to determine feasibility of ground based graduate programs that currently exist only online (i.e. MS in Cybersecurity).

Institutional Priorities Addressed: I.B, II.A, II.C, II.D

Budget Implications: TBD – Will be in proformas if approved

Assessment: Using data analysis of past online classes in terms of selected variables along with undergraduate student demand, determine if on campus cohort is 1) financially feasible and 2) sustainable.

YEAR-END REPORT: Concept on hold and will not be complete. It has been determined that investments in the Cyber infrastructure is more critical at this time.

Student Financial Services

12. Improve Customer Service deliveries with training to achieve higher Phone Scores through Campus Feedback system and through internal evaluative assessments.

Institutional Priorities Addressed: I.A, I.C, II.A, II.D

Budget Implications: \$5,000 for training and development

Assessment: Directors will determine what the outcomes of each training session should be, and will assess the training with written evaluation from the staff, identifying the three takeaways from the training. Additionally, increased phone scores will reflect effective training.

YEAR-END REPORT: Discovered the underlying issues with phone customer service was poorly trained temporary workers receiving all incoming calls and incorrectly built phone tree directing 75% of incoming calls on indefinite hold. Disbanded the call table for a savings of \$85,000 in operating expenses. Reconfigured the phone tree with rolling queue answered by multiple financial aid staff. Eliminated \$5000 cost for training which is being redirected toward financial aid software to automate verification and establish digital imaging for SFS area.

13. Create a Compliance Team in Student Financial Services to keep our Policies and Procedures manual (P & P) up to date and relevant. The team will consist of 3-4 Coordinators (one online), 1-2 Counselor, and 1 Director. The Compliance Team will meet bi-weekly – and will update or review P & P on a monthly basis.

Institutional Priorities Addressed: I.A, II.D

Budget Implications: N/A

Assessment: The updated and comprehensive document with dated updates and reviews will show that SFS is compliant with Federal Regulations and College Policies.

YEAR-END REPORT: Complete. Compliance team consists of newly established Director of Financial Aid, Director of Student Accounts and AVP of Enrollment working with Financial Affairs.

14. Implement Award spring for 2018-2019 Academic Year to automate our Endowed Scholarship awarding. Currently a manual process, and is not the best use of the coordinator's time who is awarding.
- a. By overseeing the implementation and conversion we can reallocate our personnel resources to include other packaging duties.

Institutional Priorities Addressed: I.C, II.A, II.D

Budget Implications: IITS Support & Funding (\$9800 Year one, \$5800 for Years two and three).

Assessment: Once implemented, track the difference in time to award scholarships from 1718 academic year to 1819 academic year, track the cost of duplicating/postage, as the application will be online. Time and money saved in one area, will determine success.

YEAR-END REPORT: Through additional research, the SFS leadership and IT staff identified that Award Spring would require excessive IT support. SFS leadership is currently investigating an alternate product through Campus Logic which would incorporate into our SFS software and Banner systems. Eliminated need for 1 FTE handling endowed scholarships. Responsibilities incorporated into another employee's duties. Established five person committee to award endowed scholarships utilizing ARGOS reports.

Student Success

15. Develop academic plans for majors that chart degree completion path for students. These will be used by staff in OSS while working with students.

Institutional Priorities Addressed: I.C, II.A

Budget Implications: None

Assessment: Success in this goal will result in a working document for each major which outlines an 8 semester path for incoming FY students. This document will be used by OSS staff to assist students in monitoring their progress toward graduation.

YEAR-END REPORT: The creation of the degree maps is currently being built by department chairs with oversight and accountability through the three academic deans. Currently, the School of Business and Justice Studies has provided these maps for the Office of Student Success, as well as, the PT, OT and Nursing programs. Still working with the Arts and Sciences majors to develop degree completion paths. This is difficult since there are several possibilities for students within a major. We have made strides in determining how the navigators can work with the students and Faculty in A&S majors to ensure they are receiving the best assistance possible.

16. 60% of incoming first-year students will make a connection with a campus resource, faculty member, or staff members at either an on-campus or off-campus uPreview event before fall Orientation. uPreview programs are designed to:
- a. Connect students and families with Student Financial Services
 - b. Connect students and families with campus resources & faculty
 - c. Allow students to complete important tasks (handing in health forms, receiving student ID, etc)

Institutional Priorities Addressed: I.C, II.A

Budget Implications: None

Assessment: Success in this goal will require five (5) uPreview events to be held during the summer, with three (3) on campus and two (2) in Manhattan. These events will require various staff and faculty to participate. Incoming first-year students will be notified of said events through *uMail*. Attendance will be tracked through the registration table at each event. The percentage of first-year students that attend will be determined through the number of deposit paid student as of May 15th, 2017.

YEAR-END REPORT: Attendance yield of 65.8%: 353 students attend UPreview events out of 536 Deposits as of May 13, 2017

17. Work with program chairs and associate deans to significantly increase returning student registrations through active communication and scheduling.

Institutional Priorities Addressed: I.C, II.C

Budget Implications: None

Assessment: Success in this goal requires OSS staff to work with constituencies named above and faculty advisors to assist in registration over the summer term. The OSS staff will also work closely with the office of Student Financial Services, Student Living & College Engagement, and Registrar's office to efficiently and effectively manage the institutions buglist report (SYRBUGL).

YEAR-END REPORT: As of July 15, the number of students on the SYRBUGL report is 139. Last year at this date, there were 226. This represents a 38% decrease in students on the list. The OSS has overseen the creation of 624 FY student Schedules. This year, schedules will be released 2 weeks earlier than previous years. As of July 16, 96% of students' schedules were built to full time status (88% with 15 or more credits). Schedules to be released to Deans and department chairs prior to release to students.

Advancement

Office of Constituent Relations

1. Develop and implement a Parent Engagement program, including a Parents Council. Establish written guidelines, develop/implement a recruitment plan, create an accompanying webpage, and develop a targeted communications suite, including a graphic identity for the Council. Increase the Parents Council to 12 engaged members, with a goal of 100% giving on the Pioneer Society level.

Institutional Priorities Addressed: II.A, II.C

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include number of parents recruited to the Parents Council who give at \$1,000 or above; number of parents giving annually for all purposes.

YEAR-END REPORT: Established Parents' Council with 12 recruited parents; concluded the year with 10 (1 couple resignation) with 100% giving at the Pioneer Society level. Planned and executed two meetings with guest speakers from the College; held 3 parent-specific small group cultivation events including: Tantillo private dinner; Adirondack Bank Suite Reception for parents of hockey players; and Parent Welcome Dinner at the Hotel Utica. Creating an accompanying webpage and targeted communications suite is on hold until the launch of the new website (now in progress).

2. Create and Implement an outward facing Alumni Volunteer Engagement Program. Define and develop initiatives focused on alumni involvement in the admissions process, student career shadowing/development, and regional educational (intellectual, networking, and cultural) events/activities.

Institutional Priorities Addressed: II.A

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include increase number of meaningful volunteer opportunities for alumni; numbers of college fairs, off-campus interviews generated through alumni admissions volunteer contacts.

YEAR-END REPORT: Completed plans for collaborative partnerships with Career Services and the Office of Admissions. There were 65 alumni volunteers in FY18; 10 of which were new. A contract has been signed, and the work group is preparing the survey instrument that will be sent to all alumni and parents of records, to obtain/update employment and other demographic information, and to determine who among them are interested in volunteering for various opportunities at the College. Scheduled launch date is October 1, 2018.

Office of Events and Corporate Programs

3. Diversify revenue sources generated through the Office of Events and Corporate Programs by developing at least two new sources of revenue during 2017 – 2018, which may include the expansion of current programs or the development of new programs.

Institutional Priorities Addressed: II.C

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include total number of new programs and increased net revenue over FY 16.

YEAR-END REPORT: The following new programs occurred in 2017-2018, which resulted in new revenue sources: HOBY Leadership Conference, NY Archives Conference, Democracy Prep summer housing, Cybersecurity Corporate Program, and expanded summer housing for the Griffiss Institute/Thurgood Marshal interns and visiting faculty.

Current net revenue for 2017-2018 is \$169,951, which compares to \$123,318 in 2016-2017.

Office of Marketing and Communications

4. Build a strategic and creative framework that advances the momentum of the tuition reset campaign and aligns specific outcomes, value, and affordability messaging with institutional brand strategy.

Institutional Priorities Addressed: I.C, II.A, II.B, II.C, II.D

Budget implications: None beyond what is already allocated.

Assessment: KPIs will include benchmarks confirming impact on institutional priorities from defined communication strategies.

YEAR-END REPORT: Issued RFP to engage outside counsel to assist with building a new institutional website that more effectively articulates UC's value and unique character.

Established project steering committee representing Academic Affairs, Admissions, Advancement, IITS, and Student Life. Received and reviewed three proposals from firms, and selected OHO Interactive. A contract was executed in January. The project is currently on track for a December launch. The project planning, discovery, and information architecture phases are complete. The content strategy, governance, and visual design phases are underway. The development/programming and content development and population will commence in late August/early September.

5. Develop and execute a multi-channel (out-of-home, digital, broadcast, print) media advertising campaign focused on the College's primary, secondary, and tertiary recruitment territories.

Institutional Priorities Addressed: I.C, II.A

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include increases in inquiries, applications, admissions, and yields directly linked to recruiting communications strategies.

YEAR-END REPORT: The campaign, which included out-of-home (e.g. billboard, public transit, shopping malls, cinema), broadcast, print, and digital (e.g. search engine, display, social media, mobile), concluded in May. The digital campaign served more than 17 million impressions and generated more than 110,000 clicks. CTR was 0.63% compared to 0.61% in 2016-17. The industry benchmark is 0.14%. The overall CPC was \$0.71, compared to \$1.39

in 2016-17. Other digital platforms employed were Pandora, NYTimes.com, and uticaOD.com. Pandora was the lone red flag within the campaign, as it performed slightly lower than industry benchmarks and represented a considerable decline from the 2016-17 cycle.

6. Finalize the Crisis Communication Plan that is integrated with the Crisis and Emergency Management Plan, and develop a supplementary plan to support resilience-focused emergency management education, awareness, and training.

Institutional Priorities Addressed: II.D

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include degree to which plan integrates with emergency planning; and if/when deployed degree to effectiveness.

YEAR-END REPORT: Plan completed and submitted to Provost Johnsen, who is overseeing the College's development of a comprehensive crisis and emergency management plan. As well, a folio of emergency preparedness material, including an emergency response guide, a glossary of important emergency preparedness terms, and information promoting UC Alert, are under development.

Office of Development

7. Raise \$2.5 million in total cash for all purposes.

Institutional Priorities Addressed: I.A, I.C, II.A, II.B, II.C, II.D

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include attainment of budget goal.

YEAR-END REPORT: Completed. Raised \$4,057,976.79 in total cash for all purposes, from private donors.

8. Raise \$1.0 million in annual unrestricted funds in support of the College's operating budget from alumni, parents, and friends.

Institutional Priorities Addressed: II.A, II.B, II.C, II.D

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include attainment of budget goal; total number of donors, total number of donors and dollars at or above \$1,000 level.

YEAR-END REPORT: Completed. Raised \$1,006,710.26 in annual unrestricted funds.

9. Raise the balance of the \$3.0 million needed to complete funding for the construction of the new Construction Management academic building.

Institutional Priorities Addressed: I.B, II.A, II.D

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include achieving the \$3M goal.

YEAR-END REPORT: Goal not met. Raised \$2,962,075 in gifts and pledges.

10. Raise an additional \$300,000 towards the projected \$1 million needed to support efforts around retention, completion, and institutional assessment through the Presidential Discretionary Fund (PDF).

Institutional Priorities Addressed: I.A, I.C, II.A, II.B, II.C

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include reaching \$1M in total cash in for the PDF.

YEAR-END REPORT: Goal not met. Raised \$206,714.08 for the Presidential Discretionary Fund.

11. Raise \$250,000 in total annual support of Athletics through sponsorship advertising and outright gifts.

Institutional Priorities Addressed: II.C

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include increase in numbers and dollars coming from sponsors and donors.

YEAR-END REPORT: Goal not met. Raised \$236,839.62 for total annual support of Athletics through sponsorship advertising and outright gifts. Does not include funds raised for the bleacher and dugout projects.

12. Submit applications for grants in the amount of \$4 million, with an estimated award total of \$1.25 million from all government, corporate, and foundation sources.

Institutional Priorities Addressed: I.A, I.C, II.B, II.C, II.D

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include meeting target request amounts and money awarded through government, corporate, and foundation sources.

YEAR-END REPORT: Completed. Submitted applications for grants in the amount of \$4,519,542, with awards totaling \$3,015,238.

Financial Affairs

1. Increase utilization and training of Argos Budget reports to assist budget directors with budget monitoring and management, expand to include reports of temporarily restricted funds and summary level salary information. Develop monthly automatic “burst” reports.

Institutional Priorities Addressed: II.B, II.D

Budget Implications: Assistance from IITS

Assessment: Review of training schedule and/or sessions held; Creation of additional Argos data blocks for temporarily restricted funds and summary level salary data; Review email distribution of burst reports.

YEAR-END REPORT: Development of the automatic burst reports has been put on hold until resources from IITS become available; IITS support has been redirected to other higher priorities including the transition to Banner 9.

2. Update budget model to include separate non-mandatory transfer line to establish and build strategically identified reserve funds.

Institutional Priorities Addressed: II.B

Budget Implications: None

Assessment: Review and approval of the budget model by the Resource & Finance Committee of the board with identification of non-mandatory transfer category.

YEAR-END REPORT: Prioritization and quantification of non-mandatory transfers (reserves) will need to be determined each year.

3. Identify and summarize complete “lease” inventory in preparation for implementation of new lease accounting standards (ASU 2016-02).

Institutional Priorities Addressed: II.B, II.D

Budget Implications: TBD

Assessment: Completion of a database (excel) summary containing pertinent information of all facilities, equipment, software and other leases of the college.

YEAR-END REPORT: Staff members have started reading through lease agreements that would be categorized as operating leases to pull out necessary information for financial statement disclosure. A summary database of existing leases has been created, along with a checklist for reviewing new contractual obligations. Accounting treatment of each classification of leases and the associated yearly entries will be developed. The college continues to work closely with the Bonadio Group to ensure compliance with this ASU.

4. Plan for the implementation of changes associated with (ASU 2016-14) “Presentation of Financial Statements for Not-For-Profit Entities required for Fiscal 2019.

Institutional Priorities Addressed: II.B, II.D

Budget Implications: Assistance from IITS; Ellucian

Assessment: Planning will include meeting with IITS staff, research with Ellucian and consultation with external auditors and other higher education colleagues. Create a timeline for implementation.

YEAR-END REPORT: The College continues to attend trainings and work with our software vendors and external auditors to ensure this standard is met. Implementation timeline is for this to be completed with the Fiscal 2019 Financial Statements (September 2019)

5. Develop a strategic plan including financial resources associated with the design and build of a new residence hall.

Institutional Priorities Addressed: I.B, II.A, II.B, II.D

Budget Implications: TBD

Assessment: Create detailed timeline including identification of location, capacity and design parameters; Identify potential partner opportunities and funding sources.

YEAR-END REPORT: Ground lease and exhibits (ie Operating Agreement) are in the final stages of completion. Execution of the Ground Lease is expected to be done on or about the first week of June with construction expected to start simultaneously or shortly thereafter.

6. Work with third-party consultant (e.g., RPK Group), Institutional Research, and Academic Affairs (Provost Office) to launch a full academic portfolio and efficiency /productivity review.

Institutional Priorities Addressed: I.B, II.A, II.B, II.C, II.D, II.E

Budget Additions or Reallocations: Contracted third-party services funding needs to be identified

Assessment: Completion, review and presentation of the academic portfolio and efficiency /productivity review.

YEAR-END REPORT: Financial Affairs has provided all requested documents and financial data to RPK.

The current status is as follows:

- The portfolio analysis, without the net revenue, was completed by mid-April. This information was presented at the May Board Meeting.
- The Net Revenue Model for FY2017, for both the transcript and delivery modes, was completed in late April. Financial Affairs continues to review and verify the data.
- The Net Revenue Model for FY2016 and FY2015, for both the transcript and delivery models, was completed in late May. The data team is in the process of reviewing and verifying the data. Financial Affairs continues to review and verify the data in the Net Revenue Model.
- The Academic Portfolio Analysis, including the Net Revenue Analysis, will be presented at the Joint Cabinet Retreat in June 2018.

The next steps are as follows:

- The Faculty Efficiency and Productivity Analysis is expected to be completed by mid/end of June 2018.
- The Academic Portfolio Analysis and Net Revenue Model will be reviewed at the Joint Cabinet Retreat. The circle will be expanded to the academic departments to share the Academic Portfolio Analysis Results over the next few months.
- A refined timeline will be established after the June 2018 Joint Cabinet Retreat.

Human Resources

1. Develop a formal wage and salary structure for non-faculty positions that is assessed each year for market competitiveness. A formal structure that is adhered to throughout the College could help limit salary compression, which becomes costly over time.

Institutional Priorities Addressed: II, D

Budget Implications: None

Assessment: Success in meeting this goal will be evidenced by the full deployment of a non-faculty wage structure to Joint Cabinet and other hiring managers by the end of the academic year or sooner. This means the structure will be communicated with an explanation of the methodology used for development, and that the new structure is used to determine future hiring ranges. Further, a schedule will be designed to compare the structure to market data on an annual basis going forward from implementation.

YEAR-END REPORT: Goal not met. The work was started in November of 2017. The HR team began running lists of jobs, exempt and non-exempt separately, and grouping them according to required skills and education so we could start formulating ranges. This work was suspended when the person assigned went out on medical leave. Work did not resume when she returned due to other competing obligations.

2. Combine more processes and procedures between staff/faculty employment and student employment to help gain efficiencies with the Student Employment operation. Decrease the number of student workers needed in the office by exploring ways to minimize the space between operations.

Institutional Priorities Addressed: II, D

Budget Implications: Unknown at this time, but will have space implications

Assessment: Success in meeting this goal will result in less student employment workers (in the Office of Student Employment) required for the 2017/2018 academic year and beyond. Success will also depend on the College's ability to provide a space option that combines Student Employment with the Office of Human Resources.

YEAR-END REPORT: Goal met. Not only did we move from four employees in Student Employment to two, but we were able to streamline the hiring process so that students with federal work study funds were employed first (thus saving payroll dollars).

3. Create a menu of at least 4 internally designed and delivered workplace training programs with the goal of offering low cost learning opportunities to as many staff and faculty as possible.

Institutional Priorities Addressed: II, D

Budget Implications: None (already included in staff development budget)

Assessment: Training program documents and presentations will be developed and saved in an internal Office of Human Resources drive, and also posted to the Office of Human Resources web page once the programs are delivered. Each program's success will be

evaluated through a program evaluation tool to be completed by attendees. Changes to programs will be made based on feedback from those tools, and those changes will be documented as well. The next phase will be to develop ways to measure the impact of the training on attendees by conducting follow-up interviews and skill checks to test knowledge of the content.

YEAR-END REPORT: Goal partially met. The Office of Human Resources sponsored training sessions on communications, conflict management, diversity (at PSAC meeting), and LGBTQ 101. Although this is four programs, this is only partially met because they are not all internally designed (with the exception of the PSAC training). Assessment tools were provided for all but one of the training sessions.

4. Revamp the HR web page by the end of the academic year, focusing specifically on creating an area for supervisor resources.

Institutional Priorities Addressed: II, D

Budget Implications: Exact implications unknown but will require assistance from IITS/Web Designer

Assessment: Success in meeting this goal will be evidenced by having an updated web page that contains a section for supervisor resources. This will be done by the end of the academic year.

YEAR-END REPORT: Goal partially met. Although work was done to update and revamp parts of the benefits and recruitment areas, work halted when we learned that the College's web design would be changing. The team did, however, spend time making important updates to the Title IX web page to include videos, updated policies and resources, and Enough is Enough/campus climate information. The team determined that this was more pressing since it was the first year of New York State's Enough is Enough audit.

5. Work with the Office of Financial Affairs to develop, fine tune, and implement workforce planning templates that coincide with the annual budgeting process.

Institutional Priorities Addressed: II, D

Budget Implications: Exact implications unknown but will require assistance from Financial Affairs staff

Assessment: Evidence of goal success will be demonstrated by the development of a tool to be deployed by the end of the academic year (or sooner, in the next budgeting cycle if possible). The tool will allow budget managers to plan for workforce needs as a part of the budget preparation cycle.

YEAR-END REPORT: Goal not met. Finding a user-friendly tool that will give department managers/VPs all of their salary expense information has been a challenge. The HR and Financial Affairs team spent time instead cleaning up position data and cross-referencing position information from multiple sources (Banner, open position listings, pooled position information also in Banner, etc.). This effort will continue in the coming year.

Additional Goal (only if time permits):

- Conduct a complete Employee Handbook Revision along with inventory of HR-related policies and procedures. This will help prepare us for our administrative program review in 2018-2019.

Institutional Priorities Addressed: I, A

Budget Implications: None

Assessment: Success in meeting this goal will be evidenced by having an updated employee handbook and a policy inventory list prepared by the end of the academic year.

YEAR-END REPORT: Goal met. A revised handbook was released in the winter of 2017 to coincide with the implementation of New York State Paid Family Leave. At the time the goal was developed, the HR administrative program review was scheduled for 2018. Since the program review is now tentatively scheduled for 2019, the policy inventory will be developed to coincide with that timeline.

- Work with Office of Financial Affairs and other members of Cabinet to determine if there are ways to move to a model of student employment that only employs students who are awarded Federal Work Study funds.

Institutional Priorities Addressed: II, D

Budget Implications: Exact implications unknown but will require expertise from Financial Affairs, Student Financial Services, and other members of Joint Cabinet

Assessment: Success in meeting this goal will result in the documented design of a student employment program that allows only those with Federal Work Study funds to hold student employment jobs. The design will need to include a way to phase out current payroll jobs held by student employees, and provide supervisors who rely on payroll jobs for students other ways to complete the work. This goal only addresses the research involved in determining if a FWS-only program is feasible.

YEAR-END REPORT: Goal met. The “federal work study first” model of student employment was introduced in the fall of 2017. The initial goal was simply to conduct the research, but implementation actually began at the start of the year. The first-year results from this model are as follows:*

Our federal allotment (including institutional match):

- 2016-2017 - \$517,575
- 2017-2018 - \$643,637

This shows that we are doing a better job of placing students in federal jobs. At the same time, payroll dollars spent are decreasing.

Payroll

- 2016-2017 Payroll dollars spent - \$854,809
- 2017-2018 Payroll dollars spent - \$669,099

*Figure provided by Office of Financial Affairs

Legal Affairs

1. Restructure and reconstitute the leadership, structure, and operations of UC's Compliance Committee.

Institutional Priorities Addressed: II.D

Budget Implications: Continued funding of legal expenses

Assessment: Success in this goal will be achieved by the reestablishment of UC's Compliance Committee that will in future years support and assist with compliance activities at UC.

YEAR-END REPORT: A revised UC Compliance Committee charter has been drafted and will be reviewed and commented on by the President's Cabinet by September 30. Subsequent rollout of the committee's membership and operational structure will occur by the end of the calendar year.

2. Continue to Phase II in the reorganization the organization of the legal department's infrastructure (IT and matter management system) to become more effective in serving the College, which shall include the redesign of UC's legal department web page that will feature additional information, forms, and other relevant information (launch at a date TBD).

Institutional Priorities Addressed: II.D

Budget Implications: Continued funding of legal expenses and support IT in the creation of a new UC Legal Department Web Page.

Assessment: Success will be achieved by the creation of a new legal department webpage that will begin to be populated by relevant legal forms and information.

YEAR-END REPORT: The Legal matter management program transitioned to a digital format in the past two years. The standardization of forms and processes has occurred in several key areas and will continue to expand in the coming years. The UC legal department website has been tabled for the coming year in order to concentrate on project of greater value to the UC community, including compliance related activities and other ongoing strategic projects.