

# 2018-2019

## Institutional Priorities

Planning for 2018-2019 began at a November 2017 planning retreat attended by members of the President's and Provost's Cabinet, whose discussions were informed by data such as current fiscal realities, retention and degree completion rates, institutional survey results, consultants' reports, regional demographics and competition, current events, and assessment.

The College's overarching priority is **dynamic sustainability**. Three enduring institutional imperatives support that priority:

- Educational Quality
- Institutional Strength
- Supportive Community

From these three institutional imperatives, the College has set the following institutional priorities for 2018-2019:

- Increase retention and completion across all programs.
- Achieve a healthy DOE ratio.
- Strengthen the College community's diversity and inclusiveness.

In turn, institutional priorities set the stage for divisional goals, which will support the following objectives:

### I. Educational Quality

- A. Define "student success" and identify the metrics that measure success.
- B. Identify and promote high-impact experiential learning opportunities.
- C. Enhance academic and administrative assessment processes.
- D. Prioritize and implement recommendations from the Middle States Self-Study for Reaccreditation, with a focus on academic and cocurricular offerings.

### II. Institutional Strength

- A. Achieve an operating budget surplus of at least \$3 million.
- B. Diversify revenue sources and strengthen alternative revenue streams.
- C. Improve operational efficiencies.
- D. Complete the academic and administrative financial analyses that will inform strategic decisions.
- E. Complete an institutional risk profile.

### **III. Supportive Community**

- A. Develop integrated action plans that support the College's commitment to providing a diverse, inclusive, equitable, and civil environment in which to teach, learn, live, and work.
- B. Create and improve structures that support communication and transparency between and among students, faculty, and administration.
- C. Provide support for transitions in the College's leadership.
- D. Ensure that the Statement of Principles is widely known and embedded in the College's policies and procedures, and launch a Speakers' Series for the 2018-2019 academic year.

# 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 strategic divisional goals for 2018-19 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 the Institutional Effectiveness Committee to develop and implement a standard process for administrative program reviews.

Institutional Priorities Addressed: II.C

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.

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

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

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.

3. Oversee the implementation of facilities and IT-related Safety Task Force recommendations.

Institutional Priorities Addressed: II.E

Budget Implications: Under evaluation

Assessment: Success in meeting this goal will require written recommendations to President Casamento, the deployment of those improvements budgeted for in FY19, and the addition of future improvements to the capital projects calendar.

### **Facilities Management**

4. Facilitate implementation of the College's space utilization study recommendations.

Institutional Priorities Addressed: II.C, III.B

Budget Implications: TBD

Assessment: Success in meeting this goal will require that a multi-year implementation plan be developed and communicated to stakeholders and that adequate funding be included in the appropriate capital budget.

## Academic Affairs

1. Working with Student Affairs, prioritize and implement relevant recommendations from the Retention and Completion Task Force, with a focus on both academic and cocurricular offerings, including a refinement of our definition of “student success” and identification of the metrics that measure success.

Institutional Priorities Addressed: I.A, I.D

Budget Implications: TBD

Assessment: Tracking and assessing recommendations that have been implemented against the goals for retention and completion that have been established as benchmarks for the entire student population as well as identified student cohorts. In addition, implementation of mid-term grades with appropriate methods to measure and report on success, as well as completion of course maps for all academic programs at the College.

2. Further the implementation and institutionalization of the academic assessment plan for all academic departments and programs, including general education, and for cocurricular programs with learning goals in Student Affairs and Athletics, as modified and shaped by our experiences in 2017-18. This includes the gradual but deliberate implementation of Task Stream.

Institutional Priorities Addressed: I.C

Budget Implications: TBD. Dean’s budget includes modest amounts for conference travel and workshops.

Assessment: 100% compliance for all departments and programs, including general education, for the development of assessment plans and timelines. Progress on this goal will be monitored continuously by the Dean for Academic Assessment and the Academic Assessment Coordinating Committee for quality and consistency.

3. Disseminate, discuss, and analyze the academic program financial, market, and demand-yield data developed with the assistance of RPK and Ruffalo Noel Levitz, toward a fully developed academic portfolio review. This will include a communication plan for roll-out and working with the faculty. This analysis will be used going forward as part of the basis for College-wide strategic planning and a results-driven Academic Master Plan.

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

Budget Implications: There will be budget implications, TBD, related to the sustainability of the production of reports of program-level finances, communication, and faculty development. We need to investigate whether it will be necessary to add a financial and planning analyst completely focused on academic programs.

Assessment: The benchmarks will be: (1) the development of efficient and effective tools for analysis, (2) the use of the tools in the Spring 2019 semester to begin to make decisions about academic portfolio management; (3) evidence that the tools are being used by the faculty for their own analysis of their programs and the overall portfolio (for instance, in quinquennial program reviews, annual reports, interactions with the school deans, and other planning activities).

4. Develop a Center for Innovative Teaching and Learning, to provide systematic and proactive leadership in the development of effective and innovative teaching practices.

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

Budget Implications: Redeployment of existing personnel and space. Hiring of Director, possibly with grant funding.

Assessment: The benchmarks for this goal will be that by May 2019: (1) the Academic Cabinet will develop a multi-year plan for the development of the Center, (2) existing resources, space, and personnel will be identified to support the proposed Center, and (3) pursuit of grant or donor funding for full or partial implementation.

5. Conduct a programmatic and academic assessment of Library operations. Implement recommendations.

Institutional Priorities Addressed: I.C, II.C

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

Assessment: Completion of the report by the consultant and administrative response, as appropriate. Based upon that report, creation of a memorandum of understanding regarding next steps for Library operations.

6. Create and submit for SED approval new innovative and market-attractive programs in conjunction with our goal to increase diverse revenue streams.

Institutional Priorities Addressed: II.C

Budget Implications: \$60,000 estimated expense.

Assessment: Programs developed and submitted for SED review.

7. Using the results of the 2018 adjunct faculty survey, further enhance the effective use of adjunct faculty.

Institutional Priorities Addressed: II.C

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

Assessment: Development of a more uniform and efficient system for evaluation of adjunct faculty, a schedule for in-service training, and more effective communication among adjunct faculty and their respective departments, as measured by subsequent surveys.

8. Develop an effective administrative structure for providing coordinated and consistent services to all graduate students.

Institutional Priorities Addressed: I.C

Budget Implications: TBD, dependent upon the resulting structure.

Assessment: Survey of graduate students, faculty, and related staff to determine satisfaction

9. Increase participation by UC students in semester-long study abroad programs from the current 15 to 20 per year, and increase the number of short-term international faculty-led experiences from 5 to 7.

Institutional Priorities Addressed: III.A

Budget Implications: None – study abroad programs are budget neutral.

Assessment: 20+ students participate in semester-long study abroad programs in 2018-2019 and 7 faculty-led international experiences.

10. Complete a successful national search for Dean of Business & Justice Studies; develop of succession plan for interim dean positions in School of Health professions & Education, and School of Arts & Sciences.

Institutional Priorities Addressed: III.C

Budget Implications: Estimated \$20,000 – cost of national search (not using search firm).

Assessment: Successful hire of Dean of BJS; creation of cabinet-approved transition plan and timeline for interim dean positions.

11. Create a professional development plan to prepare Academic Affairs deans to support continued academic planning efforts and to position UC academic affairs efforts in the context of the changing higher education landscape.

Institutional Priorities Addressed: III.C

Budget Implications: Estimated \$15,000 annually for attendance in appropriate Academic Affairs professional development workshops.

Assessment: Requirement of minimum of one Academic Affairs institutional initiative derived from each professional development opportunity attended by the respective Dean. Initiative to include written goals, objectives, timeline, communication plan, budget (if needed), assessment, and alignment to academic master plan and college strategic plan.

### **Office of Diversity and Inclusion**

12. Working with the Strategic Advisory Committee for Diversity and Inclusion, develop a three-year strategic plan for institutional change and continued development of a more diverse, inclusive, and equitable Utica College community.

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

Budget Implications: None for development of plan; initiatives may require additional financial and human resources

Assessment: Success in meeting this goal will require a written plan that reflects recently collected assessment data and identifies goals, desired outcomes, assessment methods, resource implications, and a timeline for implementation. Current timeline is to develop a draft plan distributed to the community for feedback by mid-October, with a finalized plan vetted and approved by January 2019.

13. Implement the Intergroup Dialogue training process.

Institutional Priorities: I.B, III.A

Budget Implications: Money for training, included in the budget of the Dean for Diversity and Inclusion.

Assessment: Success in meeting this goal will be measured by the development of a cohort of faculty and staff who have been trained in Intergroup Dialogue and implementation of those practices in curricular, cocurricular and professional development activities. In addition, a plan for sustaining these practices should be developed by June 2019 in conjunction with the Dean, SACDI and the first cohort of IGD trained faculty and staff. Further assessment includes evaluation of the training by the faculty and director of COR 123.

14. Develop more effective and continuous avenues for communication among students, faculty, and administration.

Institutional Priorities: III.B

Budget Implications: None

Assessment: Success in meeting this goal will be gauged by the development of a regular and dependable process for communication between constituencies regarding key issues for members of the Utica College community. In particular, this means exploring and making a recommendation regarding the establishment of a council that meets on a regular basis, with a composition that could include representatives from the Student Government Association, Faculty Senate, Professional Staff Advisory Committee, and the Provost, President, and the Senior Vice President for Student Life and Enrollment. Effectiveness of this structure may be assessed through benchmarking and annually administered surveys of communication effectiveness at the College.

15. Refine, develop greater efficiencies in, and further institutionalize the hiring initiative begun in 2016-17, with the goal of hiring and retaining a more diverse faculty and staff.

Institutional Priorities: III.A

Budget Implications: Financial resources in terms of money for training, included in the budgets of Human Resources and Academic Affairs, and potential human resource implications both for those delivering training and those managing the process.

Assessment: Success in meeting this goal will be gauged by the reports of the Director for Employment and Retention and the Vice President for Human Resources, the Provost, and the other vice presidents about the success of this initiative, and include data from evaluations conducted by the Office of Human Resources regarding the impact of this training. Such reports should address issues of sustainability, impact on the hiring process, more successful recruitment and hiring of both a more diverse faculty and staff and those who embrace the importance of diversity and inclusion, development of retention strategies such as an informal mentoring process and other support mechanisms, and development of alternative delivery models for didactic information.



16. Deliver a comprehensive speakers series, “Talking Across Difference,” to include five college-wide events (keynote speaker on challenges for democracy, deliberation and civility; immigration challenges; strategies for addressing social inequities; the role and responsibilities of media, especially social media; and a synthesis discussion framed by the Statement of Principles. Each event will be contextualized at that moment to connect the discussion to the Statement of Principles.

Institutional Priorities Addressed: III.D

Budget Implications: TBD - cost of initial invited speaker plus related expenses, to be covered from Diversity & Inclusion operating budget.

Assessment: Event-driven audience feedback/assessment to determine the effectiveness of these programs in providing a model for, and opportunities to practice, engaging in constructive discussions across differences in experience and perspectives around "hot button" topics. Culminating synthesis event will include a comprehensive assessment of the relevance the Statement has for college activity and its impact on the UC community one year into its existence.

17. Establish the Statement of Principles as a consistent filter in all applicable Academic Affairs initiatives and processes.

Institutional Priorities Addressed: III.D

Budget Implications: None.

Assessment: This is truly a binary assessment (i.e., "do it"). Embed the Statement of Principles in all new faculty orientations, opening messages from Academic Affairs, and within discussions re: speakers and related Academic Affairs activities.

### **Division of Online and Extended Studies**

18. Develop appropriate retention strategies for each online, hybrid, and blended program.

- Engage the online program directors in a conversation about what tools might be effective in moving the needle on cohort retention in their individual programs.
- Create a process that will allow the implementation of the tools that will be used universally within the Learning Management System and in collaboration with our partners as well as those identified by each program director for program-specific implementation.
- Track cohort retention and term-over-term retention for each program, and provide results to program directors for feedback to establish routine monitoring of these data points.

Institutional Priorities Addressed: I.D

Budget Implications: None

Assessment: This goal will be complete when program-by-program retention plans have been established and routine tracking and reporting mechanisms for tracking cohort retention are in place.

19. Work with faculty to develop 4+1 opportunities between current undergraduate and existing graduate programs (both on-ground and online).

- Develop a draft map to be shared with stakeholders.
- Facilitate discussions about where gaps exist and if/how they could be filled.
- Recommend a plan of action to inform the actions of related goals.

Institutional Priorities Addressed: II.A

Budget Implications: None

Assessment: This goal will be complete when a map of undergraduate programs matched to graduate offerings, including a gap analysis, has been created and vetted by appropriate groups, and a proposal for action has been completed and distributed to inform future decisions.

20. Work with faculty to create a three-year new program development/expansion plan that includes programs that will further contribute to the strategic development portfolio process and/or programs (on-ground, online, MS, doctoral where appropriate) that will meet the needs identified in the gap analysis developed in the map of undergraduate to graduate programs if/when appropriate.

- Utilize the map of undergraduate programs matched to graduate programs to research recommendations for new programs and the expansion of existing programs and their feasibility and revenue potential.
- Identify potential new areas of program development and determine the feasibility and revenue potential of new program development in these areas.
- Create a plan that reflects the research and analysis completed and will serve as a guide for new program development.

Institutional Priorities Addressed: II.A

Budget Implications: None

Assessment: This goal will be complete when the necessary research and consultation to develop a new 3-year program development plan has been completed and a working plan created.

21. Research feasibility plan for program expansion in Florida and other remote locations.

- Provide support to the admissions and academic development of the Ft. Lauderdale/Miramar expansion of the ABSN program in Florida.
- Execute a successful launch of the Family Nurse Practitioner, Nurse Educator, and Leadership tracks of the MS in Nursing programs in Florida.
- Increase clinical affiliations that benefit the portfolio of nursing programs in Florida.
- Explore the potential of offering additional allied health programs in Florida and/or other programs in remote locations.
- Examine the potential for an additional site for the ABSN program.

Institutional Priorities Addressed: II.B

Budget Implications: Potentially increased travel budgets

Assessment: This goal will be complete when the MSN suite of programs and South Florida site are successfully up and running with ample clinical affiliations, the outreach plan for promoting the complete suite of nursing programs is fully implemented, research has been completed and a report of opportunities provided outlining future opportunities in Florida and potential explored in other areas, and a community outreach plan to establish and maintain political, corporate and academic relationships is fully implemented.

22. Develop partnerships that support the strategic and academic mission of the College.

- Explore partnership opportunities that support new revenue streams and diverse populations of students.
- Examine how new partnerships support the growth of programs in Florida.
- Explore partnerships that will better attract and serve international students both in on-ground and online programs.
- Examine new partnerships that have the potential to increase enrollments in existing online programs.
- Focus on partnerships that will support increased student retention.

Institutional Priorities Addressed: II.B

Budget Implications: TBD

Assessment: This goal will be achieved by developing new partnerships that bring additional students from non-traditional sources that lead to increased revenue and a more diverse student body.

23. Implement and evaluate the student engagement plan for all online and hybrid students.

- Evaluate student engagement activities in Syracuse and St. Petersburg and establish an equivalent plan for the South Florida site.
- Review and share the research collected in the 2017-2018 academic year with relevant stakeholders and develop a student engagement plan for students in online/hybrid/blended programs that includes both College-wide and program-specific efforts.
- Assess the resources needed (versus those existing in various offices) to implement the newly developed online/hybrid/blending student engagement plan, and assign roles and responsibilities to each piece of the plan as appropriate.

Institutional Priorities Addressed: III.B

Budget Implications: TBD

Assessment: This goal will be complete when there is a plan for student engagement in place with assigned roles and responsibilities for each ABSN site and for the online/hybrid/blended program offerings.

## Student Life

1. Move forward with the redesign of campus employment opportunities into a high impact practice. Reorganize the Office of Career Services to include Student Employment and review staffing levels.

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

Budget Implications: \$60,000

Assessment: Success in meeting this goal will be documented by the hiring of staff, onboarding of the Student Employment Coordinator, renaming the Center, and the creation of a student employment high-impact practices implementation plan.

2. Work with Tutoring in Opportunity Programs to evaluate Smarthinking's new resume and cover letter review modules, and promote this resource to online students to better support their career development needs.

Institutional Priorities Addressed: I.B, II.C

Budget Implications: N/A at this time; will monitor utilization rates and potential need to increase available tutoring time in the Smarthinking contract.

Assessment: Success in meeting this goal will be documented by the use of Smarthinking by the online population.

3. Establish educational programs to teach students proper safety measures and procedures, and inform students of campus policies, rules, and conduct. Possible programs include:
  - Coffee with Campus Safety – Open Forum style, casual meet and greet with Campus Safety administration, as well as officers and sergeants, to establish familiarity.
  - Hall Meetings – Meetings held in each resident hall to inform students of proper practices and rules, as well as the services Campus Safety can provide for them.
  - Orientation Meetings – Include a session during orientation for new students to teach them about Utica College policies and general safety measures applicable to all College environments

Institutional Priorities Addressed: III.A, III.B

Budget Implications: Minor: funds needed for Coffee with Campus Safety, could possibly be provided by catering services

Assessment: Pre-meeting questionnaire to establish comfort/knowledge of procedures/services compared to a post-meeting questionnaire

4. Establish a Student Advisory Program, consisting of various students (both on campus and commuter) and faculty/staff members, that will meet with Campus Safety on a regular basis to foster an open dialogue, establish a collaborative effort towards solving problems and concerns, and express constructive ideas and recommendations for providing a safe environment.

Institutional Priorities Addressed: III.A, III.B

Budget Implications: N/A

Assessment: Survey committee members on a recurring basis to establish the effectiveness of the program

5. Implement a series of events promoting self-care. One group in particular we are already planning on working with are graduate PT students and first year HLS students. Counseling Center director has been working with assistant clinical director, Michelle Nunno-Evans, on developing specific workshops for these students.

Institutional Priorities Addressed: I.B

Budget Implications: None

Assessment: Success in meeting this goal will require that counseling center staff will facilitate at least two events each semester, and students will indicate an increased awareness in self-care techniques.

6. Implement a series of events targeting specific groups on campus, such as student athletes, the LGBTQ community, and international students, in order to better identify mental health needs and decrease stigma relating to seeking counseling services.

Institutional Priorities Addressed: III.A

Budget Implications: None

Assessment: Success in meeting this goal will require that counseling center staff will facilitate an event targeting at least two different diverse groups each semester.

7. Support, enhance and increase the number of cultural organizations which will increase the availability of affinity groups for students on campus. National research on retention and engagement shows that students who connect early with an affinity group are more likely to retain and graduate.

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

Budget Implications: Nothing additional

Assessment: Success will require an increased level of programming from our cultural groups and the roster activity of the cultural organizations.

8. Expedite the speed at which students develop an affinity for UC. We will restructure the involvement fair into an involvement week. We will encourage students to engage with our student clubs and organizations sooner and our clubs and organization to engage students sooner by doing an interest assessment and making connections to our current students with similar interests.

Institutional Priorities Addressed: II.B, III.A

Budget Implications: Nothing additional

Assessment: Increasing the number of first-year students who are engaged in student organizations. We will track involvement data from Fall 2017 to Fall 2018.

9. Develop a program/system for teaching the skills necessary for successful conflict mediation in a diverse environment.

Institutional Priorities Addressed: III.A

Budget Implications: None

Assessment: Success in meeting this goal will be based upon a decrease in violations of policies that require mediation.

## **Athletics**

10. Take the recommendations from the Middle States visiting team to strengthen the general athletics assessment process and create a timeline to ensure all individual teams are assessed appropriately.

Institutional Priorities Addressed: I.A

Budget Implications: None

Assessment: Success in meeting this goal will require a written timeline for each individual sport team and the intramural program, along with a detailed assessment plan for each.

11. Evaluate the current athletics educational goals and make necessary revisions so they can be a direct assessment measure of student learning outcomes of student-athletes.

Institutional Priorities Addressed: I.A

Budget Implications: None

Assessment: Success in meeting this goal will require the athletics leadership team to meet and revise the current athletics educational goals and create assessment methods that directly link to student-learning outcomes. Creating a thorough timeline for assessment implementation will also be required.

# **Information Technology and Institutional Research**

## **IITS and Institutional Research**

1. Work with the Safety Task Force (and specifically with the Offices of Campus Safety and Facilities Management) to identify and make recommendations on improving safety and security on campus through the use of technology.

Institutional Priority Addressed: II.E

Resources Required: TBD

Assessment: Success in meeting this goal will require an assessment of existing safety measures on campus with the goal of identifying areas for improvement and/or expansion. Once recommendations of the Safety Task Force are considered, IITS will participate in implementation to help improve safety and security features on campus.

## **Infrastructure**

2. Cybersecurity VDI – Assess the full usage and capabilities for the current phase I investment. Reassess needs, procure, and implement phase II hardware for an additional 100 users and redundancy.

Institutional Priority Addressed: I.C, II.C

Resources Required: \$400,000 (capital)

Assessment: Success in meeting this goal will require monitoring both hardware and software use within the VDI and developing SLA between IITS and the School of Business and Justice Studies so that the environment can be properly supported and to allow for proper configuration of phase II and beyond.

3. Finalize and begin implementation of a seven-year printer replacement schedule.

Institutional Priority Addressed: II.C

Resources Required: \$30,000

Assessment: Success in meeting this goal will be to finalize a seven-year schedule of replacement for all campus networked printers. Implementing the plan will streamline costs in printing by replacing high cost printers with lower-cost models.

## **User Services**

4. Establish and execute implementation plan for Windows 10 adoption across campus.

Institutional Priority Addressed: II.C.

Resources Required: N/A

Assessment: Success in meeting this goal will require that we create a plan for the implementation of the Windows 10 operating system that meets the needs of campus users. Windows 10 will be installed on new and rebuilt computers, with voluntary upgrades available. This will also require user training to be offered.

5. Finalize and begin implementation of both a classroom technology replacement plan and desktop computer replacement plan.

Institutional Priority Addressed: II.C

Resources Required: \$125,000-\$150,000 annually for classrooms (capital); \$300,000-\$400,000 annually for desktop computers

Assessment: Success in meeting this goal will be to finalize a five-year schedule for replacement of all existing technology-equipped classrooms. Financial obligations will increase with the addition of new classrooms in the Construction Management building, as well as adding technology to classrooms not currently equipped. A regular replacement cycle for classroom technology will improve performance, resulting in less downtime during instructional activities. In order to fully implement a five-year desktop computer replacement cycle, additional institutional investment is required. Doing so would result in improved functionality and compatibility with software and applications, fewer reported issues by users, and a lower likelihood of exposure to vulnerabilities.

### **Information Security**

6. Develop a plan to respond to recommendations of external penetration testing and PCI compliance review, as well as continued response to external auditor recommendations.

Institutional Priority Addressed: II.E.

Resources Required: TBD

Assessment: Success in meeting this goal will require that IITS prioritize the items identified by both its external consultant and the auditor to determine appropriate human and fiscal resource allocation. Some changes to long-standing College practices may be required, so communication with campus constituencies will be critical for successful implementation of changes.

7. Continue to emphasize data security on campus by implementing two-factor authentication with a 100 user test pool and utilizing management tools for the Google suite.

Institutional Priority Addressed: II.C, II.E

Resources Required: \$15,000

Assessment: Success in meeting this goal will require an investment in data security management tools that will allow the College to effectively secure and manage College and user data in the event of security incidents or employee separations.

8. Explore network technologies to increase our ability to identify network attacks, mitigating potential losses of data.

Institutional Priority Addressed: II.C, II.E

Resources Required: \$3,500-\$5,000

Assessment: Success in meeting this goal will require an investment in monitoring tools that will allow us to identify attacks to the College's network, ultimately allowing us to better prepare and protect against future possible security breaches. Both internal and external penetration tests will be utilized to assess the success of those activities.



## **Information and Application Services**

9. Complete the migration to Banner 9 using the Banner Administrative Pages as a replacement for Oracle forms. Deploy Banner 9 Self-Service modules as they become available from Ellucian.

Institutional Priority Addressed: II.C

Resources Required: Computing capacity for some Banner servers will likely be required.

Assessment: Success in meeting this goal will require that we be fully running Banner 9 administrative pages by the end of 2018. It will require that other key components such as Application Navigator, Ellucian Identity Services, and Ellucian Solution Manager all be running.

10. Work with Enrollment Management and Student Success to successfully implement the EAB Student Success Collaborative products and applications.

Institutional Priority Addressed: I.A, II.C

Resources Required: N/A

Assessment: Success in meeting this goal will require that we work closely with EAB and key functional areas to launch the Campus and Guide products. From the IT technical perspective, our role in contributing to the success of the launch has several components. These include completed and validated data collection documents, single sign-on capability, deployment of multiple card readers, and if opted for, email capture and calendar synchronization. The definition of users, permissions, and roles along with numerous functional milestones are also required.

## **Web Development**

11. Work with our vendor, OHO Interactive, to implement a completely redesigned and redeveloped public-facing website.

Institutional Priority Addressed: II.C

Resources Required: Training will be required in order to become familiar with the new Content Management System being provided by the vendor.

Assessment: Success in meeting this goal will require full integration with the College's online catalog system, Acalog. It will also likely involve moving several existing web pages into the new Content Management System.

12. Comprehensive assessment of web-based administrative systems.

Institutional Priority Addressed: II.C

Resources Required: N/A

Assessment: Success in meeting this goal will require that some separation exist between the College's internal and external web pages. Our existing web administrative systems are written in an entirely different language than the new, public facing website, therefore our systems will need to be assessed to determine whether they will be rewritten in PHP. It is also a goal to convert these administrative systems into a more modern, mobile-friendly template.

### **Institutional Research**

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

Institutional Priority Addressed: I.C., II.D

Resources Required: N/A

Assessment: Success in meeting this goal will be achieved by providing program chairs with the ability to produce and share program review data with faculty members in their departments and with deans to inform decision making.

14. Collaborate with the Office of Enrollment Management to administer, analyze, and distribute the Ruffalo Noel-Levitz student satisfaction surveys and findings with a target student response rate of 40% across all student populations. Analyze and report findings that may inform assessment, retention, and completion strategies. In addition, evaluate options for administering a new survey to collect outcomes data from recent graduates.

Institutional Priority Addressed: I.A, I.C

Resources Required: \$7,000 for RNL surveys, TBD for recent graduate survey

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. Survey results will produce data to be acted upon to increase retention and student success.

## Enrollment Management

1. Achieve enrollment goals for all campuses as detailed in the enrollment projections, including net tuition revenue, headcount, and discount rates.

Institutional Priorities Addressed: II.A, III.A

Budget Implications: N/A

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

2. Revamp the use of articulation agreements, pre-TCE's, and course planning guides to increase transfer applicants and enrollment.

Institutional Priorities Addressed: II.C, III.B

Budget Implications: N/A

Assessment: An informative transfer landing page on the new website with accurate articulation data will determine the success of this goal along with the number of agreements that have been established during the year.

3. Achieve retention and completion goals as set by the Retention and Completion Task Force and adopted by the institution.

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

Budget Implications: N/A

Assessment: Retention and completion percentages as reported during each semesters freeze data will determine success in meeting these goals.

4. Complete the following work with the Retention and Completion Task Force

- Review and determine best titles for those involved with retention and student success and clarify roles and responsibilities
- Create Four-Year Plans/Paths of Study for all majors
- Finalize retention reports and share data with the campus as it is prepared
- Ensure that mid-year grades are used to support retention efforts; document and communicate results
- Agree on a definition and goals for advising and student success at Utica College

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

Budget Implications: N/A

Assessment: Once student success job descriptions have been updated and the staff trained, at least 80% of all programs having a four year plan, the sharing of retention reports and an agreed upon definition of student success and advising goals will all determine success in completing this goal.

5. Unify departments of Student Success, Financial Aid, and Student Accounts into one location; providing a more student centric experience through onboarding of students,

registration, financial aid, and billing procedures and establishing student care teams by academic school. In partnership with SLCE, implement best practices orientation program.

Institutional Priorities Addressed: I.C, I.D

Budget Implications: If furniture from Clark City Center is not utilized, new furniture would need to be purchased.

Assessment: Combination of offices to be completed prior to the start of the Fall 2018 semester.

6. Implement EAB Student Success Collaborative software, CAMPUS, during Fall 2018. Implement EAB communication application, GUIDE, for the Fall 2019 incoming class.

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

Budget Implications: \$110,000 annually for both products

Assessment: Success will be determined by the adoption rates by students and faculty of each system.

## **Advancement**

### **Office of College Events and Corporate Programs**

1. Diversify revenue sources generated through the Office of College Events and Conference Programs by planning and implementing new or expanding current programs that may be possible based on space availability.

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

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include a 10% increase in net revenue and 3-5 new programs.

### **Office of Marketing and Communications**

2. Using outside counsel, build and lead a comprehensive, College-wide effort to conceptualize, design, and launch a new College website to support the admission marketing/recruiting efforts; to promote the College, its brand, and its mission; to support the Academic and cocurricular programs and the Advancement goals and objectives for constituent engagement.

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

Budget implications: Must be funded through a combination of reallocation of operating dollars and savings from unfilled Advancement positions.

Assessment: The project will be primarily assessed on the following points: the successful, on-time launch of the site by the start of the Spring semester; the development and implementation of a formal web governance structure including governance procedures, a representative oversight committee, and a management/operations team; and a favorability score of at least 65 percent based on an attitudinal survey of current and prospective students.

3. 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.B, II.A, II.B, III.A

Budget Implications: None beyond what is already allocated.

Assessment: With regard to digital media channels, which represent the majority of the recruitment advertising investment, KPIs will include impressions, clicks, CPC, and CPM, with a targeted 5 percent performance increase over the 2017-2018 campaign (current performance metrics are not yet available, as the campaign only recently concluded).

Performance metrics for out-of-home and broadcast channels will be initially evaluated by perceived (including anecdotal evidence) influence on bottom-of-the-funnel measures such as inquiries, visits, applications, and deposits. Longer-term measurement would occur in subsequent years as part of a comprehensive study of institutional brand strength.

4. Conceive, design, and produce an Institutional Impact Report for the College's most important donors, prospective donors, and other key stakeholders.

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

Budget Implications: Funded from current publications budget.

Assessment: KPIs will include recipient responses/reaction to report, and potential impact on increase in philanthropic support.

### **Office of Development**

5. Raise \$3.0 million in total private philanthropy for all purposes.

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

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include attainment of budget goal.

6. 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

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.

7. Raise \$500,000 needed to provide for furniture, fixtures, equipment, and technology for the Construction Management building without institutional debt.

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

Budget Implications: Use funds allocated for travel, meals, and entertainment

Assessment: Meet the \$500,000 goal.

8. Raise an additional \$400,000 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.B, I.C, I.D, II.A, II.B

Budget Implications: None beyond what is already allocated.

Assessment: KPIs will include reaching \$400,000 projected for year 3 of the effort.

9. Raise \$300,000 in total annual support of Athletics through sponsorship advertising and outright gifts.

Institutional Priorities Addressed: II.A, II.B

Budget Implications: None beyond what is already allocated.

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

10. Submit applications for grants in the amount of \$4.8 million, with an estimated award total of \$2 million from all government, corporate, and foundation sources.

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

Budget Implications: None beyond what is already allocated.

Assessment: Reaching the grant submissions total and the estimated dollars awarded goal.

## Financial Affairs

1. In conjunction with Academic Affairs, establish a framework for the initial and periodic review of the academic portfolio and efficiency/productivity analysis.  
Institutional Priorities Addressed: I.C, I.D, II.A, II.B, II.C, II.D  
Budget Implications: TBD  
Assessment: Completion, review and presentation of the academic portfolio and efficiency /productivity review.
2. In conjunction with the Office of Legal Affairs, Emergency Management Services, IITS, and the Audit Committee, work to conduct an institutional risk analysis to ensure compliance with federal, state, and local laws and regulations relevant to College operations.

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

Budget Implications: TBD

Assessment: Completion of a risk profile and preparation of a summary report.

3. Through the assessment of the College's internal controls and institutional risk profile, begin work to establish, implement, and maintain appropriate policies and procedures for College operations.

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

Budget Implications: TBD

Assessment: Prepare additional or update existing policies and procedures as needed and identified in the institutional risk profile. Contingent on completion of Goal 2 above.

4. Finalize the "lease" inventory database in preparation for implementation of new lease accounting standards (ASU 2016-02). Identify accounting entries and transactions necessary for Financial Statement presentation.

Institutional Priorities Addressed: II.A, II.C

Budget Implications: TBD

Assessment: Completion of the database summary, preparation of monthly/annual journal entries and *pro forma* financial statement impact.



## Human Resources

1. In preparation for the department's 2019-2020 administrative review, conduct inventory of all HR policies and determine if there are any gaps. Gaps will be identified by researching policies from other colleges and universities (peer and aspirational institutions). Prepare at least 50% of any missing policies for approval by the Policy Advisory Group and/or the President's Cabinet.

Institutional Priorities Addressed: I.C, III.B

Budget Implications: None

Assessment: At least 50% of the missing policies will be submitted for approval by the Policy Advisory Group and/or the President's Cabinet.

2. Formalize a program for workplace training that operates out of the Office of Human Resources. Begin offering workplace training opportunities in a scheduled and continual manner throughout the academic year (rather than one-off training sessions) beginning in the Fall semester. Training opportunities will be identified by polling supervisors and learning which topics are most important. We will also poll employees (through PSAC, as an example). Create an evaluation tool for each session to measure results that will be used inform program changes. Training can be delivered internally or through an outside trainer.

Institutional Priorities Addressed: III, B

Budget Implications: None projected at this time; may require some shifting of responsibilities within the Office of Human Resources

Assessment: The program will have produced learning opportunities each semester in the academic year (at least two per semester), and the assessment of programs will occur with an evaluation tool. At least 50% of the training will achieve a satisfactory rating or above.

3. Work with the Office of Student Affairs and the Student Government Association to form a formal student/faculty/staff group that is dedicated to raising awareness of sexual and dating violence. The group will focus on programming and awareness campaigns that reach the entire community.

Institutional Priorities Addressed: III.B

Budget Implications: None projected at this time, but it may require some sharing of budget resources to implement programming

Assessment: Compare the results of the 2019 Campus Climate Survey with the results from the Spring 2017 survey, focusing specifically on questions having to do with awareness and campus culture around sexual and dating violence.

4. Revamp the performance evaluation process so that it is line with, and supportive of, any initiatives that come out of the strategic planning process.

Institutional Priorities Addressed: III.B

Budget Implications: None projected at this time.

Assessment: A new performance evaluation process will be completed and rolled out to the community by the end of the academic year. The roll out will include training for supervisors and staff.

### **Carryover from 2017-2018 Divisional Goals**

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.
2. Revamp the HR web page by the end of the academic year, focusing specifically on creating an area for supervisor resources. This was put on hold in 2017-2018 in anticipation of the web project out of Marketing and Communications. Completion of this goal will depend on the larger web redesign.

## Legal Affairs

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

Institutional Priorities Addressed: II.E

Budget Implications: Funded through the current legal budget

Assessment: The adoption of a charter, establishment of a governance structure, and the reformation of the Compliance Committee

2. With the finance department, develop an institutional risk profile for Utica College.

Institutional Priorities Addressed: II.C

Budget Implications: Funded through the current legal budget

Assessment: The establishment of an institutional risk profile for Utica College

3. Establish a grid and timelines of all legal projects so that the Office of the President is informed of status updates on a bi-weekly basis.

Institutional Priorities Addressed: II.E

Budget Implications: Funded through the current legal budget

Assessment: The creation of a grid and timelines of all legal projects that is updated and transmitted to the Office of the President a minimum of every two weeks during the year