A Report to the College Community on the Institutional Priorities and Divisional Goals for 2014-2015

Institutional Priorities

For the 2014-15 academic year, the College will:

1. Pursue academic initiatives that will advance the reputation of the College, strengthen its financial position, extend its brand, and address external challenges (e.g., demographics, competition).
   a. Evaluate emerging proposals for additional academic programs that will address mission, strengthen reputation, extend brand, and generate revenue.  
      **UPDATE:** Currently taking place.
   b. Launch at least three new online and/or blended undergraduate, graduate and certificate programs for Fall 2015 (excluding programs approved by Faculty Senate, administration, and Board of Trustees in 2013-14).
      **UPDATE:** Ten certificate and graduate certificate programs were developed over the summer of 2015 and are currently before NYSED for registration.
   c. Establish and expand business relationships that will enable the College to increase its capabilities to offer online learning opportunities and other types of programs that serve adult populations, career changers, and individuals seeking to add to their professional knowledge and skills.  
      **UPDATE:** No update was provided.
   d. Develop a plan to position Utica College’s existing and emerging contributions to nanotechnology and related growth fields consistent with regional development initiatives.  
      **UPDATE:** A certificate program focusing on cyber policy related to the use of drones is in development.

**UPDATE OVERVIEW:** The development of new academic programs is a key element of UC’s position of strength as it has launched the tuition reset initiative. Creating diversified revenue streams, including online and blended learning, has long been a strategy of the College, and it is the revenue from graduate, online, and blended programs that has served as a “working endowment” for the institution. In the face of a highly disruptive environment, spurred on by emerging technologies, growing public skepticism about the value of a college education, and increased scrutiny from state and federal public policy makers demanding greater accountability and productivity from higher education, it is more important than ever that Utica College remain innovative in service to its mission and continue to explore business models that will allow the institution not only to grow revenue but also harness increasing structural costs. Innovation in academic programs and teaching will need to be matched by innovation in leadership and management if the College is to continue to mature and its reputation to grow through faculty, student, and alumni achievements.
2. Launch the Accelerated Second Degree Nursing (ASDN) Program at a Ft. Lauderdale (FL) site in January or August, 2016; begin discussions regarding additional sites; complete preparations for a proposal to the New York State Education Department to authorize Utica College’s Syracuse site to obtain “center” status and to admit cohorts of 72 students.

**UPDATE:** Ongoing/on track. Based upon discussions with the Orbis Education leadership team, it appears that we are on track to open a site in Ft. Lauderdale, FL in by August 2016. NYSED may delay processing for lifting the caps. Submitting the application for “center” status is contingent upon increasing student enrollment.

**UPDATE OVERVIEW:** Also referred to as the Accelerated Bachelor of Science in Nursing Program (ABSN) due to Florida regulatory requirements, this program is a key strategic initiative for the College that will serve as a launch pad for development of other nursing and professional health programs over the next decade. Health care-related careers will be one of the fastest growing segments of the economy for the next twenty years, and Utica College has an enormous opportunity to contribute to the nation’s growing need for nurses, PTs, OTs, and other health professionals. We expect the next step be the launch of an ABSN site in the Miami-Ft. Lauderdale area; however, it will be imperative to improve the administration of the Syracuse and St. Petersburg “campuses” and refine processes and procedures at these sites in order to replicate them at new sites.

3. Achieve CCNE re-accreditation.

**UPDATE:** Report has been submitted to CCNE. We have not been informed of any problems seen by the team. Formal confirmation of accreditation is expected by the end of October 2015.

**UPDATE OVERVIEW:** Normally, the accreditation of a single program, while important for the institution, would not be included as an annual institutional priority. (Instead, it would be included as an Academic Affairs divisional priority.) However, in light of the importance of our Nursing program’s growth for the institution’s Strategic Plan, achieving CCNE re-accreditation is now of strategic importance.

4. Effectively communicate the compelling characteristics of the College’s academic programs and continue to strengthen the institution’s overall reputation and brand.
   a. Articulate compelling characteristics for 100 percent of academic programs by August 2015.
   b. Develop and implement a strategic communications plan focused on the organization, purpose, and value of the Core curriculum, designed to inform current students, faculty, and prospective students and their parents.
   c. Develop and implement a strategic communications plan focused on reinforcing the Utica College value proposition for current students.
   d. Develop a comprehensive alumni communication and engagement strategy that leverages the institutional brand strategy to strengthen alumni affinity, build a deeper understanding of the value of their UC experience, and increase participation in giving, events, and volunteer activities.

**UPDATE OVERVIEW:** Compelling characteristics have been identified for the majority of programs, and our Marketing and Communications Office is in conversation with academic departments about the content of marketing materials. However, development of specific
marketing and communication plans for academic programs were postponed this past year while the institution developed and launched a “value” campaign for the spring and a more comprehensive plan for the “Bold Move” campaign related to the tuition reset initiative, and also assisted the search firm in developing the marketing and recruiting materials for the presidential search. Marketing and Communications will now be able to integrate marketing materials for individual academic programs and a new Core curriculum into the ongoing “Bold Move” message.

5. Explore ways to ensure affordability of a UC degree.

UPDATE: Research and implementation of ways to make UC more affordable will continue into 2015-16 and beyond.

UPDATE OVERVIEW: The announcement of the “Bold Move” tuition reset is the most dramatic of the affordability initiatives, but it is still only one element of what must be a more sustained exploration to reduce and avoid costs associated with delivering a private college education that offers a very personal teaching-learning environment. As I have said to the Board of Trustees, at professional meetings, and during numerous interviews following the announcement of the tuition reset, Utica College is taking a strategic—not an episodic—approach to ensuring affordability. Over the coming months and years, the Board of Trustees, administration, and faculty together will need to examine how we teach, manage, operate, organize, and administer. Every facet of what we do must be scrutinized and challenged in order to re-create a Utica College that pursues its mission, provides the highest possible quality in teaching and student services, pursues scholarship and creative endeavor, and administers an increasingly complex institution with greater efficiency in order to remain financially relevant to our students and families. As hackneyed as it might sound, there is a new normal today. Schools like Utica College cannot continue to offer an educational experience in the same way that it has been offered for decades and centuries. Elements of our traditional ways of operating will necessarily be preserved, but fundamental changes will need to happen, whatever they may be. There should be no sacred cows in this quest to ensure affordability and quality.

6. Continue to make measurable gains in student success/retention.

● Improve the freshman retention rate: Achieve or exceed a freshman retention rate of 68 percent for the fall 2014 cohort. Achieve a freshman retention rate of 75 percent for the fall 2017 cohort.

UPDATE OVERVIEW: While we achieved the goal for fall 2014 cohort with a 70 percent retention rate, the rate slipped a bit from the 71.6 percent rate for the fall 2013 cohort. Our informal operational objectives are to achieve retention rates of 73% for the fall 2015 cohort, 74 percent for fall 2016, and 75 percent for fall 2017. This further demonstrates that the College must have a sustained and comprehensive approach to improving success and student retention. Inasmuch as inability to pay remains the number one reason for student attrition, our tuition reset should help mitigate this problem; however, there are a host of other reasons that students leave UC, and we must continue to improve all that is within our control to positively impact student retention.
Background for this goal: In the summer of 2012 we set a 5-year goal of achieving 68 percent for freshman retention. For the four years prior, the retention rate had varied from 62.8 to 66.8 percent. For the fall 2012 freshman cohort we achieved a 71.3 percent retention rate—up dramatically from 66.8 the year before and 64.4 for the fall 2010 class. This 71+ percent rate was achieved again for the 2013 cohort. At the summer 2014 retreat, we decided to maintain a goal of “achieving or exceeding” a rate of 68 percent for the 2014 cohort, recognizing that the two prior years did not yet constitute a trend. However, we revised the longer-term goal (for the 2017 cohort) to 75 percent—a stretch goal but attainable nevertheless. The freshman retention rates over the past seven years are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>70.1</td>
</tr>
<tr>
<td>2013</td>
<td>71.6</td>
</tr>
<tr>
<td>2012</td>
<td>71.3</td>
</tr>
<tr>
<td>2011</td>
<td>66.8</td>
</tr>
<tr>
<td>2010</td>
<td>64.4</td>
</tr>
<tr>
<td>2009</td>
<td>62.8</td>
</tr>
<tr>
<td>2008</td>
<td>64.3</td>
</tr>
</tbody>
</table>

Goal for 2015 cohort = 73 percent

7. Achieve overall enrollment targets and net revenue forecasts for 2014-15 and implement the Strategic Enrollment Management Plan for the fall 2015 cycle

**Summer 2014**

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Freeze Date (08/04/2014)</th>
<th>Surplus (Deficit)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Undergraduate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main</td>
<td>285</td>
<td>268</td>
<td>(17)</td>
</tr>
<tr>
<td>Extended</td>
<td>47</td>
<td>41</td>
<td>(6)</td>
</tr>
<tr>
<td>Hybrid – ASDN</td>
<td>96</td>
<td>94</td>
<td>(2)</td>
</tr>
<tr>
<td>Distance</td>
<td>423</td>
<td>477</td>
<td>54</td>
</tr>
<tr>
<td><strong>Total Undergraduate</strong></td>
<td>851</td>
<td>880</td>
<td>29</td>
</tr>
<tr>
<td><strong>Graduate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main</td>
<td>158</td>
<td>159</td>
<td>1</td>
</tr>
<tr>
<td>Extended</td>
<td>9</td>
<td>4</td>
<td>(5)</td>
</tr>
<tr>
<td>Distance</td>
<td>722</td>
<td>803</td>
<td>81</td>
</tr>
<tr>
<td><strong>Total Graduate</strong></td>
<td>889</td>
<td>966</td>
<td>77</td>
</tr>
<tr>
<td><strong>Institution Total</strong></td>
<td>1740</td>
<td>1846</td>
<td>106</td>
</tr>
<tr>
<td><strong>Net Tuition Revenue</strong></td>
<td>$4,089,258</td>
<td>$4,600,525</td>
<td>$511,267</td>
</tr>
</tbody>
</table>
**Fall 2014**

(696 new students: 35 international within the goal of 515 freshmen and 180 transfers. Quality goal includes 21% of the entering class with a rating of 1 or 2 and 51% with a rating of 3 or 4.)

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Target</th>
<th>Freeze Date</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(09/15/2014)</td>
<td>(Deficit)</td>
<td></td>
</tr>
<tr>
<td>Main</td>
<td>2089</td>
<td>2068</td>
<td>(21)</td>
</tr>
<tr>
<td>Extended</td>
<td>63</td>
<td>65</td>
<td>2</td>
</tr>
<tr>
<td>Hybrid – ASDN</td>
<td>146</td>
<td>133</td>
<td>(13)</td>
</tr>
<tr>
<td>Distance</td>
<td>586</td>
<td>669</td>
<td>83</td>
</tr>
<tr>
<td><strong>Total Undergraduate</strong></td>
<td><strong>2884</strong></td>
<td><strong>2935</strong></td>
<td><strong>51</strong></td>
</tr>
</tbody>
</table>

**Graduate**

| Main          | 258    | 268        | 10      |
| Extended      | 15     | 5          | (10)    |
| DFAS          |        | 18         | (10)    |
| Distance      | 869    | 1035       | 166     |
| **Total Graduate** | **1142** | **1326** | **184** |

<table>
<thead>
<tr>
<th>Institution Total</th>
<th>Target</th>
<th>Freeze Date</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(02/11/2015)</td>
<td>(Deficit)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Tuition Revenue</strong></td>
<td>$24,243,186</td>
<td>$24,325,267</td>
<td>$82,081</td>
</tr>
</tbody>
</table>

**Spring 2015**

(95 new students: 6 international within the goal of 15 freshmen and 80 transfers.)

**UPDATE**: We enrolled 7 freshman transfers, 69 transfers and 2 international students along with 32 readmits.

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Target</th>
<th>Freeze Date</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(02/11/2015)</td>
<td>(Deficit)</td>
<td></td>
</tr>
<tr>
<td>Main</td>
<td>1936</td>
<td>1936</td>
<td>(-)</td>
</tr>
<tr>
<td>Extended</td>
<td>68</td>
<td>67</td>
<td>(1)</td>
</tr>
<tr>
<td>Hybrid – ASDN</td>
<td>215</td>
<td>130</td>
<td>(85)</td>
</tr>
<tr>
<td>Distance</td>
<td>559</td>
<td>635</td>
<td>76</td>
</tr>
<tr>
<td><strong>Total Undergraduate</strong></td>
<td><strong>2778</strong></td>
<td><strong>2768</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graduate</th>
<th>Target</th>
<th>Freeze Date</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(02/11/2015)</td>
<td>(Deficit)</td>
<td></td>
</tr>
<tr>
<td>Main</td>
<td>254</td>
<td>259</td>
<td>5</td>
</tr>
<tr>
<td>Extended</td>
<td>12</td>
<td>6</td>
<td>(6)</td>
</tr>
<tr>
<td>Distance</td>
<td>826</td>
<td>1032</td>
<td>206</td>
</tr>
<tr>
<td><strong>Total Graduate</strong></td>
<td><strong>1092</strong></td>
<td><strong>1297</strong></td>
<td><strong>205</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
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<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(02/11/2015)</td>
<td>(Deficit)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Tuition Revenue</strong></td>
<td>$22,968,051</td>
<td>$22,570,382</td>
<td>(397,669)</td>
</tr>
</tbody>
</table>

Forecast
UPDATE OVERVIEW: The Strategic Enrollment Plan for the fall 2015 recruitment cycle was implemented successfully and the results were dramatic. Fall census data show that Utica College enrolled a total of 4,466 students on a goal of 4,309, or 157 over budget. This translates to a positive revenue variance of $792,960. (Note: This is preliminary budget data, and will be confirmed in the next week.)

Overall undergraduate enrollment—on ground, extended, ABSN, and distance—is 3,095, which is 72 over goal and includes our record freshman class of 645. ABSN and Extended were 56 under target, combined. We also missed the transfer goal of 150, which was decreased from 175, and stands today at 138. We are also short 16 returning students from our goal.

Graduate enrollment totaled 1,102, or 87 over the goal of 1,015. Of this total, on-ground, main campus enrollment (Education, OT, PT) comprised 241, on a goal of 251. Distance graduate totaled 1,102, or 87 above the goal of 1,015.

Online enrollments, both undergraduate and graduate, total 1,757. This includes 655 undergraduates and 1,102 graduate students. We are 162 students over goal in the online “school.”

Our Accelerated Bachelor’s of Science in Nursing Program has enrolled 203 students at the two campuses (Syracuse and St. Petersburg). This is 26 under goal; however, we experienced a fairly robust cohort at the Syracuse site with over 50 for the term. Once we achieve “center” status with the State Education Department, we will be in a position to admit 72 students per term, three time per year.

Report for 2014-15: Both overall enrollment and revenue for 2014-15 exceeded goals. Revenue for summer, fall, and spring combined was $195,679 above goal, and total enrollment for those periods exceeded goal by 106, 235, and 215, respectively. Both undergraduate and graduate enrollment surpassed the targets for each of the periods, as did online (distance) enrollment. Enrollment for the ASDN/ABSN program fell short in all three periods, and very noticeably short for spring. All-in-all the total enrollment picture was very positive; however, shortfalls in on-campus undergraduate students drove the revenue downward from it would have been given the total enrollment picture.

8. Strengthen the strategic management of resources – especially financial – that will enable the College to continue improving its fundamental financial foundation.
   a. Implement policies and procedures that will enable the College to improve its financial viability ratios:
      ● Federal Financial Responsibility Score (defined as a measure of the overall financial strength of the College based on three weighted ratios: primary reserve ratio, equity ratio, and net income ratio) Multi-year target = 2.5 – 3.0  
        UPDATE: Pending completion of year end audit. On-going as this is multi-year.
      ● Goal for 2014-15: 2.375 FFR Score per Agreement with the AAUP-UC.
        UPDATE: Pending completion of year end audit.
   b. Achieve systematic efficiencies.
      UPDATE: On going.
UPDATE OVERVIEW: The College is examining a host of measures to improve our financial foundation. As examples: We are implementing efficiencies in academic course offerings and examining overloads. We will also be reviewing course release and stipend structures. We have put in place more disciplined processes for proposing, reviewing, and approving positions and capital projects. In Integrated Information Technology Services (IITS), we have trimmed overhead through software and hardware negotiations and staffing configurations. As mentioned in Priority #5 above, over the coming few years, we will be evaluating “how we teach, manage, operate, organize, and administer” in order to strengthen the strategic management of resources, with the aim of preserving quality and remaining affordable.

Our U.S. Department of Education (DOE) financial viability ratio for FY 2015 was 1.73, lower than we had projected. Next year we have planned a deliberate small decline in the DOE ratio as we implement the tuition reset and dedicate $2+ million in cash flow for grants and scholarships, thus guaranteeing every student at least $1,000 per year in savings. However, our DOE ratio will remain in the acceptable range at above 1.50, and our budget pro forma projects the DOE ration climbing perceptibly over the next five years. We have also cleared this reset initiative with our banks to ensure that we satisfy the covenants. Our debt service coverage for FY 2015 was 2.02 (the required minimum is 1.15).

9. Achieve major fund raising goals:
   a. Raise $2.3 million in total cash-in.
      UPDATE: Not completed - $2,233,127 in total cash in.
   b. Raise $970,000 for the unrestricted annual fund.
      UPDATE: Completed - $970,021 in gifts to AFU.
   c. Create a disciplined funding strategy that includes private and public support and debt financing for the new Gordon Science Center master plan.
      UPDATE: Not completed - no action taken.
   d. Raise $200,000 in outright Athletic gifts and advertising.
      UPDATE: Completed - $231,719 in outright Athletic gifts and advertising.
   e. Prepare requests to government grant sources for $4 million with estimated awards in excess of $900,000.
      UPDATE: Partially Completed - $5,643,936 submitted and $853,775 in awards received.
   f. Submit proposals to private foundations and corporations for $750,000 with estimated awards in excess of $280,000.
      UPDATE: Partially Completed - $1,193,418 submitted and $223,988 in awards received.
   g. Build the number of planned giving prospects to 165, from the current number of 150 and secure/realize 12 gifts.
      UPDATE: Completed - 161 planned giving prospects and 12 secured/realized gifts.

UPDATE OVERVIEW: We have seen continued, sustained growth of the Annual Fund, which supports operations and new quality and program initiatives. The Annual Fund has nearly quadrupled in the past 15 years, and will soon reach a milestone of $1 million per year. Ultimately, we want to be at a $2 million dollar per year level within the next decade. With the completion of the Achieve campaign in 2011, we have seen a slight tapering of overall giving as pledges for that campaign are fulfilled and planning for the next campaign remains purposefully quiet. Our proposals for government grants as well as private foundation and corporate grants exceeded projected totals; however, the actual awards
missed the goals by 5.1 percent for government grants and 20.0 percent for foundation and corporate grants. Gifts and sponsorships designated for athletics and the number of planned giving prospects exceeded goals.

The 2016-17 and 2017-18 years will involve more intensive planning for the quiet phase of the next comprehensive campaign, which may be the range of $40 to $60 million.

10. Improve academic assessment and accountability by fully implementing the Academic Assessment Plan.
   a. Begin the process of revising student outcomes goals for all majors.
      UPDATE: Under way. Due to be completed by December 15 2015.
   b. Complete and report on outcomes assessment for 80 percent of all majors.
      UPDATE: Assessment reports from departments are due October 15 each year. As of October 15, 2014 we had assessment reports from 40 of 43 programs (93%) and 32 of those forms (80% of submitted forms, 74% of programs) had identified assessment processes for one or more student learning goals.
   c. Document the ways in which outcomes assessment has improved programs, teaching, or learning.
      UPDATE: Will be included in the Progress Report due to Middle States by October
   d. Review institution-wide general education assessment results and recommend action as necessary
      UPDATE: The RAGE committee (Response to Assessment of General Education) is reviewing data from the general education assessment cadres and will be making recommendations during the fall semester.

UPDATE OVERVIEW: We continue to make progress towards a very ambitious goal of implementing an operational assessment plan in time for the results to be included in the Middle States Self Study. The research and data gathering phase of the self study will begin in fall of 2016. By this time we need to have: (1) reviewed and revised where necessary the program-level student learning goals for each program; (2) improved the collection and recording of data from the assessment of program-level goals, (3) significantly improved the process for responding to the assessment of program-level goals and recording that response; and (4) fully implemented a process for generating, collecting, and responding to assessment of institution level general education goals. We are making good progress on 1 and will be done by December of 2015. We will have a better sense of where we are on 2 once the October 15 reports from 2015 have been reviewed. We are behind schedule on 3 and 4. We will have to make rapid progress, particularly in the area of ensuring that assessment of all program level goals is taking place annually and that we are responding to assessment data, if we are to be ready for the Middle States Self Study.
11. Create a career outcomes task force charged with reviewing existing efforts to capture and report career and graduate school outcomes data and making recommendations to improve these efforts, with accompanying implementation guidelines and identified comparison institutions.

**UPDATE:** Recommendations from the task force was provided to Leadership in May 2015.

**UPDATE OVERVIEW:** The College is currently in the process of implementing the task force’s recommendations. In the face of our need to document alumni outcomes, especially as they relate to Core goals, and also record alumni achievements and salary ranges, this goal and the attendant actions are increasingly important. For example, of the 2012-13 undergraduate graduating class, only 5.7% of students responded to requests from UC to provide information on their post-graduation plans. Of that graduating class, UC only has employment data for 11.6% of alumni. The College will need to employ a variety of means to gather this increasingly important data.

12. Implement IT improvements:
   a. Enhance Business Intelligence System and reporting for responsive and secure access to administrative information that facilitates informed college decisions. Specifically leverage the newly licensed Argos baseline and advanced features for dashboards campus-wide that track and report on key metrics as well as improved efficiency by offering more efficient and decentralized access to standard database reports.
   b. Continue Network Infrastructure Support and Enhancements through ongoing upgrades, and extensions of its capabilities such as leveraging the new firewalls and Intrusion Prevention Services to enhance protection against security breaches.
   c. Complete the initial ANGEL to Moodle transition project, assisting ground based faculty who ‘opt-in’ to the process. Develop and improve courses to meet the needs of the instructor and their students.
   d. Deliver enhanced user support services through initiatives such as:
      ● Rebranding the Help Desk to Customer Service and Support Center including the establishment of Customer Service Support SLA’s (Service Level Agreement) for in-house and partner support while expanding User Services.
      ● Exploring Managed Services Printing.
      ● Converting all IITS paper based forms to electronic forms.
      ● Adding additional features and functionality to the help desk ticketing system.

**UPDATE OVERVIEW:** As part of its efforts to develop an improved business intelligence system reporting and dashboards, IITS completed over 15 reports and dashboards to track and report on key metrics, such as the financial aid IPEDS survey, Board of Trustees dashboard, budget development tool summary, student search application, enrollment melt analysis, and others. The department also updated the College’s network infrastructure and installed a Cisco firewall, completed the ANGEL to Engage LMS transition project and implemented a managed print service agreement with Toshiba Business Solutions. The managed printer service agreement will consolidate and reduce the number of devices supported by IITS, reduce energy consumption, and reduce staff support hours. The projected savings over a five-year period are estimated to be around $131,000. The department also completed a re-banding of the Help Desk and created a draft service level agreement.
13. Implement a 2014-2018 Strategic Human Resources Plan with particular initial emphasis on supervisory training, change management training, customer service training, and improved performance management processes.

**UPDATE:** Plan implementation is underway. Detailed report of progress will be provided in a separate document.

**UPDATE OVERVIEW:** A significant amount of progress was made toward the implementation of the 2014-2018 Strategic Human Resources plan in the 2014-2015 performance year. The benefits team implemented several measures to ensure compliance with the Patient Protection and Affordable Care Act, specifically as it relates to coverage requirements. The HR office implemented, ahead of schedule, a creative means to capture work hours for adjunct faculty and other part-time personnel to determine whether or not employees in those employment categories qualify for college coverage. By doing so, the College has eliminated our risk for the costly coverage penalty associated with PPACA. HR also spent a significant amount of time researching alternative health plan solutions to mitigate as much of the 2018 excise (i.e., Cadillac) tax as possible, working with both carrier and plan design changes.

The Office of Human Resources also made good progress in the area of delivery of training and development opportunities for faculty and staff. Through its involvement on the Diversity Committee, the office has developed and begun the execution of a plan for improving our recruitment and onboarding processes to be more inclusive and welcoming. We have worked with others in the Office of Student Affairs to bring back ideas for training and learning from the NCORE conference, such as creating vignettes online to build community and a culture of inclusion. Several of the HR staff have been to SafeZone training, and the VP for Human Resources and Personnel Development is now a SafeZone-certified to deliver training that helps us work more effectively with LGBTQ faculty, staff and students. Despite losing a key staff member who assisted with organizing training opportunities, the HR team was able to launch in the spring of 2015 a training webpage where internal and external staff and faculty training opportunities are made available. Finally, the VP for Human Resources has assisted other members of senior leadership to bring external coaching and specified customer service training to individuals and departments throughout the College.

Other progress toward the HR Strategic Plan relative to the streamlining of processes and procedures:

- Launched the electronic PAF in limited capacity over the spring of 2015
- With approval of the senior leadership team, reorganized of the Office of Human Resources in late spring, which will improve office efficiency
- Instituted procedural revisions/improvements: Graduate Assistant procedure, Taxation of Graduate Classes procedure, Position Approval procedure
- Transitioned all activities related to the employment of adjunct faculty to the Office of Human Resources, thus improving efficiency and accuracy since adjunct employment functions had formerly been decentralized in the individual schools.
- Transitioned the processing of faculty stipends and overload to the Office of Human Resources, which again has improved accuracy and streamlined a formerly decentralized process.
Divisional Goals

Office of the President

Goals that Support Annual Institutional Priorities

1. If directed gift is realized by the end of October, complete planning to enable the renovation of at least one science laboratory in Gordon Science by the end of summer 2015.
   **UPDATE:** This gift was not realized.

   Institutional Priority Addressed: 9
   Additional Resources Required: N/A

2. Complete master plan development for Gordon Science Center.
   **UPDATE:** Completed. Awaiting funding before plan can be actualized.

   Institutional Priority Addressed: 9
   Additional Resources Required: N/A

3. Create a career outcomes task force charged with reviewing existing efforts to capture and report career and graduate school outcomes data and making recommendations to improve these efforts, with accompanying implementation guidelines and identified comparison institutions.
   **UPDATE:** Recommendations from the task force provided to Leadership in May 2015.

   Institutional Priority Addressed: 11
   Additional Resources Required: N/A

Additional Goals

1. Oversee the five-year update to the strategic plan.
   **UPDATE:** We are in the final stage of College community review, and we plan to bring the update to the Board of Trustees for a vote in October.

   Additional Resources Required: N/A

2. Oversee the implementation of an emergency management plan
   **UPDATE:** This task has been assigned to Campus Safety.

   Additional Resources Required: N/A

3. Create a shared governance web page.
   **UPDATE:** Not completed.

   Additional Resources Required: N/A
4. Formalize the transition of All-College Standing Committees to administrative committees. **UPDATE:** With the exception of the Technology Advisory Committee, responsibility for all committees has been assumed by a member of the College’s administration.

Additional Resources Required: N/A

5. Implement a web-based operations/procedures manual. **UPDATE:** Two student interns gathered information from administrative offices and developed a template for a web-based manual. The next step will be to create the manual, which will be modeled after the online policy manual.

Additional Resources Required: N/A

6. Complete planning for and begin construction on the Dome and Welcome Center projects. **UPDATE:** Completed. Dome is scheduled for completion in mid-fall and Welcome Center is scheduled to be occupied by mid to late September.

Additional Resources Required: N/A

7. Implement space management planning software. **UPDATE:** Deferred due to budget constraints.

Additional Resources Required: N/A

8. Redesign the College’s dashboards for user-friendliness. **UPDATE:** Board of Trustees dashboards have been redesigned using Argos. Work will continue this summer in order to make them accessible to Trustees at their convenience and with as much real-time information as possible.

Additional Resources Required: N/A
Academic Affairs

Divisional Goals that Support Annual Institutional Priorities

1. Pursue academic initiatives that will advance the reputation of the College, strengthen its financial position, extend its brand, and address external challenges (e.g., demographics, competition).
   e. Evaluate emerging proposals for additional academic programs that will address mission, strengthen reputation, extend brand, and generate revenue.
      UPDATE: Currently taking place.
   f. Launch at least three new online and/or blended undergraduate, graduate and certificate programs for Fall 2015 (excluding programs approved by Faculty Senate, administration, and Board of Trustees in 2013-14).
      UPDATE: Ten certificate and graduate certificate programs were developed over the summer of 2015 and are currently before NYSED for registration.
   g. Establish and expand business relationships that will enable the College to increase its capabilities to offer online learning opportunities and other types of programs that serve adult populations, career changers, and individuals seeking to add to their professional knowledge and skills.
      UPDATE: No update at this time
   h. Develop a plan to position Utica College’s existing and emerging contributions to nanotechnology and related growth fields consistent with regional development initiatives.
      UPDATE: A certificate program focusing on the use of drones is in development.

   Institutional Priority Addressed: 1a, 1b, 1c, 1d
   Additional Resources Required:
   ● Budget additions of $15,000 per program that proceeds through UC approval to cover possible costs including curriculum design, external consultants, feasibility reports, etc.
   ● Additional faculty, staff and other resources as indicated in the pro-forma.

2. Achieve CCNE re-accreditation.

   Institutional Priority Addressed: 3
   Additional Resources Required:
   ● None identified at this time.
   UPDATE: Report has been submitted to CCNE. We have not been informed of any problems seen by the team. Formal confirmation of accreditation is expected by the end of October 2015.

3. Improve the effective use of adjuncts by:
   a. Establishing an Adjunct task force and acting on their recommendations where feasible.
   b. Improving training offered to both on-ground and online adjuncts
   c. Developing or refining where necessary the appropriate assessment tools and
   d. Developing and integrating the tools and processes necessary to better manage adjunct expenses with particular emphasis on course needs projections.
      UPDATE: The adjunct task force has been formed and will be meeting during the coming academic year.

   Institutional Priority Addressed: 8b
   Additional Resources Required:
4. Effectively communicate the distinctiveness of the College’s academic program and achievements and elevate the community’s perception of academics at Utica College.
   a. 100 percent of academic programs will develop or demonstrate distinguishing characteristics by August 2015.
   b. These programs will collaborate with the offices of Admissions and Marketing and Communications to design and implement plans to communicate program quality and distinctiveness to the College’s publics.

**UPDATE:** Very little progress on this front. Compelling characteristics have been identified for the majority of programs and Marketing and Communications is in conversation with departments about the content of marketing materials.

Institutional Priority Addressed: 4a, 4b
Additional Resources Required:
● To be determined by Marketing and Communications,

5. Improve academic assessment and accountability by fully implementing the Academic Assessment Plan.
   a. Begin the process of revising student outcomes goals for all majors.
      **UPDATE:** Under way. Due to be completed by December 15 2015.
   b. Complete and report on outcomes assessment for 80 percent of all majors.
      **UPDATE:** Assessment reports from departments are due October 15 each year. As of October 15, 2014 we had assessment reports from 40 of 43 programs (93%) and 32 of those forms (80% of submitted forms, 74% of programs) had identified assessment processes for one or more student learning goals.
   c. Document the ways in which outcomes assessment has improved programs, teaching, or learning.
      **UPDATE:** Will be included in the Progress Report due to Middle States by October 1.
   d. Review institution-wide general education assessment results and recommend action as necessary
      **UPDATE:** The RAGE committee (Response to Assessment of General Education) is reviewing data from the general education assessment cadres and will be making recommendations during the fall semester.

**Additional Goals**

1. Submit Progress Report on General Education Assessment to Middle States by October 2015.

   Additional Resources Required:
   ● None identified at this time.
   **UPDATE:** Report is in final draft stage and will be submitted by October 1.
School of Online and Extended Studies

Divisional Goals that Support Annual Institutional Priorities

1. Collaborate with Associate Provost and partner staff to identify and launch two new online programs that address niche academic areas and match professions in high demand January 2015.
   **UPDATE:** Not completed. Plans were set into place to improve collaborative processes between key academic and administrators at Utica College as well as members of the Wiley team.

   Institutional Priority Addressed: 1
   Additional Resources Required:
   - One graduate student 20 hours/week

2. Launch the Accelerated Second Degree Nursing (ASDN) Program at the first Florida site in August/September 2014, enrolling 24-36 students in the first cohort.
   **UPDATE:** Completed - Site opened in August 2014 with 9 students in cohort 1. Short recruitment cycle contributed to missing the enrollment target. Current enrollment at the St. Petersburg site is 39. Enrollment for August 2015 (Cohort 4) is trending on a cohort of 36 students.

   Institutional Priority Addressed: 2
   Additional Resources Required:
   - One additional Success Coach located at the St. Petersburg site.

3. Launch the Accelerated Second Degree Nursing (ASDN) Program at a Ft. Lauderdale (FL) site in January or August, 2016, begin discussions regarding additional sites, and complete preparations for a proposal to New York State Education to authorize Utica College’s Syracuse site to obtain “center” status and to admit cohorts of 72 students.
   **UPDATE:** Ongoing/on track - Plans are in place to open the Ft. Lauderdale site in August 2016. The application for “center” status was submitted on May 1, 2015. Currently awaiting NYSED Office of the Professions decisions and next steps.

   Institutional Priority Addressed: 2
   Additional Resources Required:
   - One additional Success Coach
   - One project manager
   - One FT faculty to support new program implementation Year 1

4. Evaluate efficiencies, academic processes, structures, and staffing for the School for Online and Extended Studies.
   **UPDATE:** Completed - OES team is fully staffed with highly-qualified individuals committed to working with students interested or enrolled in online programs.

   Institutional Priority Addressed: 8b
   Additional Resources Required:
   - Project Manager to support the VP for the School of Online & Extended Studies and External Partnerships in planning and implementation of new online programs and partnership ventures
5. Work collaboratively with VP Enrollment Management to develop a plan to improve retention in online programs by 5-10% for programs with poor to fair retention.  
**UPDATE:** Completed - Retention rates improved 5% in online undergraduate and graduate programs. Continue to work to improve retention rates in each online program.

Institutional Priority Addressed: 6  
Additional Resources Required:  
- Admissions staff to support Director of Online Admissions in processing applications for online programs

**Additional Divisional Goals**

1. Work with Associate Provost and partner staff to transition 100% courses in online programs to Engage by July 31, 2014.  
**UPDATE:** Completed.  

Additional Resources Required: N/A

2. Develop and implement a secure online application process for 100% of undergraduate and graduate online programs, by July 1, 2014.  
**UPDATE:** Completed.  

Additional Resources Required:  
- One programmer to support increased demands in SOES

3. Collaborate with staff across the institution to re-examine the role of continuing education (credit and non-credit) and bring a proposal back to the College’s leadership by November 2014.  
**UPDATE:** Completed - Data collected revealed that continuing education is primarily delivered through online courses. Plans are in place to offer liberal arts courses in psychology (Fall 2015), biology (2016) and chemistry (2016).

Additional Resources Required:  
- Explore the need for support staff dedicated to continuing education.
Student Affairs

Divisional Goals that Support Annual Institutional Priorities

1. Continue to make measurable gains in student success/retention.
   a. Maintain a FYRR of 72%
   b. Expand Themed Housing by two floors
   c. Implement changes in service delivery as identified by student responses to Noel/Levitz survey.

   **UPDATE:** FYRR for Fall 2013 cohort was 71.5%

   Institutional Priority Addressed: 6
   Additional Resources Required: N/A

Additional Divisional Goals

Student Activities

1. Pioneer Place / Phase II integration. Increase participation by 100%. Explore ways to enhance reporting for use by Advancement/Alumni. Design format for co-curricular transcript.

   **UPDATE:** Goal not met. However, 100% was perhaps a bit unrealistic. We did increase usage by 3.92% and increased page views by 5.64% to Pioneer Place. The analytics function of the software was not available during the year and was only available in May. Goal will be to continually use and update the system by students this year.

   Additional Resources Required: NA

Career Services

1. Develop employer/employee network to facilitate graduates first employment.

   **UPDATE:** Created a LinkedIn group and Twitter account to share career development information including job opportunities, upcoming career events, etc. LinkedIn currently has 339 members and Twitter has 345 followers. Introduced hashtags to features students’ success with employers, like #UCmysuccess, which now features 80 student/alumni success stories. Professional employer marketing and outreach materials have been created and are distributed during employer meetings and events. The Career Services website now has a more robust employer and alumni tabs featuring ways to partner with the office and connect them to students.

   Hired an Employer Relations Coordinator/Career Counselor in April 2015 to serve as a liaison to employers and students, sharing key job and internship opportunities with respected employers.

2. Implement “networking nights” with employers.

   **UPDATE:** Hosted the following Networking Nights: Accounting, Biology/Chemistry, Communication Arts/Public Relations/Journalism, and Health. Attendees included 190 students, 8 faculty, and 31 employers (22/31 employers were also alumni). Note: The Heath Networking Night was cancelled due to low enrollment.
3. In collaboration with Institutional Research, develop and conduct survey of recent graduates related to first time employment.

**UPDATE:** Interdisciplinary Task Force was formed to review the work currently being performed to capture recent graduates’ outcomes data (includes employment and graduate school enrollment). Formal recommendations and cost analyses were provided to Leadership for their consideration. The recommendations are under review at this time.

Improvements successfully implemented include the automation of data captured in the Graduate to Be Survey, eliminating the need to manually enter each data point by the Office of Advancement. 475 survey have been completed to date.

Additional Resources Required: NA

**Student Health Center**

1. Convert to electronic health records.
   **UPDATE:** Complete. Electronic Health Records were implemented for the Fall 2014 semester. The official start date was June 2014.

2. Implement all visit screening for depression.
   **UPDATE:** The intention of this goal was to implement a screening tool for depression to be administered to all students at each visit for a set period of time. Every student who visited the Student Health Center during the month of March 2015 completed a PHQ9 assessment and results were reviewed with students at each visit.

3. Collaborate with Counseling and Student Development on depression assessment.
   **UPDATE:** Not completed due to staffing changes in counseling center. Will be addressed next year.

4. Provide opportunities for RN practical experiences.
   **UPDATE:** This goal was intended to provide opportunities for practical experiences for ABSN students. As an initial step, beginning in fall of 2015, ABSN students will be administering Flu vaccine with supervision to current ABSN students.

Additional Resources Required: NA

**Counseling and Student Development**

1. Convert to electronic records system
   **UPDATE:** Complete. Titanium was chosen as the electronic system to use, and was fully implemented for appointments and counseling center records during 2014-2015.

2. Increase accessibility of services through outreach
   **UPDATE:** This goal also focused on the reduction of stigma in order to increase use of services. This will be an ongoing effort throughout the 2015-16 academic year, and will be measured by tracking the number and types of efforts made to raise the visibility of the Counseling Center staff as well as tracking the number of student visits compared to previous years.
3. Explore Wellness Center concept with Student Health Center
   **UPDATE:** This concept was explored and resulted in joint use of administrative support services, creation of a single entrance to both the Health Center and Counseling Center, and the development of a stronger, more collaborative working relationship between directors and their staff. Ongoing goal for 2015-2016 addresses the next step in the creation of a shared, although not merged, identity for both.

4. Develop and administer a student health assessment
   **UPDATE:** Completed/Ongoing. In 2014-2015, 133 students utilized the mental health screening tool available on the Counseling Services webpage. These screening were available in English, Spanish and Portuguese, and assessed consistency with signs of depression, alcohol dependence or abuse, generalized anxiety, PTSD, Eating Disorders, and Bipolar Disorder. A report is available to the Counseling Center director that collates outcomes of the screening(s) and the demographics of those utilizing the tool.

   The results from 2013-2014 and 2014-2015 were used to drive programming, both passive and active, identify trends, and provide information for future planning for groups or other areas of focus not previously identified. Because the survey is anonymous, intervention occurred only in those instances where respondents chose to identify themselves.

   This goal is identified as completed because the intention was to identify and utilize a mental health screening tool that was effective and provided information both for the students using it and counseling center staff. It is ongoing, however, in that looking for additional tools as well as a larger, more overarching health assessment/survey that reaches out to students other than those who choose to self-screen based on their use of the counseling center webpage is one of the office goals for the 2015-2016 academic year.

Additional Resources Required: NA

**Residence Life**

1. Collaboration/integration of programing efforts with international education to enhance student experience.
   **UPDATE:** We have had strong programming efforts this year with an emphasis on sharing our local Utica Culture with our International students. As time progressed, the students were exposed to some of what Syracuse has to offer as well. Additionally, programs were designed so international students could share parts of their culture with other students.

2. Assess the impact of Living/Learning programing on housing space.
   **UPDATE:** that our returning population has grown significantly in large part because of the connections made in Theme Housing and First year village. Since the development of Theme Housing, the number of students who have shown interest in the Theme Houses has increased. Students and their families are savvy enough to know that the Themed communities in the First Year Village will help them gain a connection to the college, connect with one another and connect with their Faculty.

   We have learned that students seem to crave this type of connection beyond their freshmen year. With that in mind, Marissa Finch attended a Sophomore Year Experience conference in South Carolina and we will have a SYE in place for 2015-2016.
3. Explore alternate living arrangements for additional perceived value, maximizing occupancy. **UPDATE:** The programming and experiences that students are having in themed housing is offering a great deal of "perceived" value for the students. We have also developed and will be implementing, a Sophomore Year experience initiative this fall. In addition, we have begun discussing the needs of Gender Neutral housing. Many schools have been moving in this direction. This is an option that students would like and would not cost much to implement. As these programs continue to develop and grow, we anticipate that we will have concerns about running out of space for our students. Our current policy is that freshmen and sophomore students are required to live on campus. As freshmen and sophomore retention increases (as it should with these initiatives), we will not have housing space available for upperclass students, International students and Graduate students.

Additional Resources Required: NA

**Opportunity Programs**

1. Develop/monitor tracking system for community service, etc.  
   **UPDATE:** Plan is in place to connect with Pioneer Place

2. Collaborate with Career Services on experiential programming for program students.  
   **UPDATE:** Not complete. Carry over to 2015-16.

3. Outreach to middle school students regarding STEM majors  
   **UPDATE:** Donovan Junior High is our partner school and we have trained upper class students to serve as student presenters in science-related activities.

4. Form student advisory group  
   **UPDATE:** Six students have been selected to serve on the group.

5. Develop contact system for program alumni  
   **UPDATE:** Facebook page has been updated.

Additional Resources Required: NA

**Learning Services**

1. Proceed with 3 year cycle of assessment.  
   **UPDATE:** Complete. Results given to leadership in October 2014.

2. Create one page document for students outlining their baseline for achievement, changes, goals, etc.  
   **UPDATE:** In process.

3. Expand secondary ed. transition programs for students with disabilities.  
   **UPDATE:** Complete/Ongoing. OLS has long-standing transition programs with individual school districts (Holland Patent, Westmoreland, Proctor, Clinton), as well as providing programs during College Nights. We have expanded our availability to provide large group presentations for RCIL (at their annual transition program for students county-wide), and BOCES (at two of their programs – one for parents and one for professionals).
4. Increase incorporation of Read/Write Gold Technology for students, faculty, and staff. 
   **UPDATE**: Complete. Using funding from the PASS Project Grant (provided by the NYS Newspapers Foundation), the OLS worked with Student Employment to create a “Read&Write Gold Intern” position with the OLS. We were able to hire a student to work 15 hours per week providing group and individual training to students, faculty, and staff. This goal is completed because the grant funding has ended.

5. Increase capacity for video captioning production. 
   **UPDATE**: Complete/Ongoing. OLS and Marketing and Communications met in October 2014 to discuss how the technology and know-how of the Captionists might be able to support the Marketing and Communication Office's efforts to provide video materials on the UC website that are fully accessible with proper captioning. We decided that it would be possible for the Captionists, as their schedules and workloads allow, to make repairs to the YouTube-created captions on videos posted to the UC website through the Marketing Office. This collaborative effort will be ongoing.

   Additional Resources Required: 
   ● Additional Staff and/or technology for production captioning.

**Campus Safety**

1. Increased collaboration with Residence Life staff on hall programing, “Adopt a Hall” program by sergeants. 
   **UPDATE**: Training with RA’s have been completed included are; fire training, behind closed doors and Guardian program. Sgt. Harvey is involved with the adopt a hall and Sgt Welch was also involved through May until his departure.

2. College-wide programs, one/semester, on safety issue. 
   **UPDATE**: In addition to updating and adding content to the website, we have revamped the Quick Reference Emergency procedures from the multi-colored /page booklet to a 2 sided laminated piece with more information and much easier lookup for Emergencies.

3. Expanded use of safety tools, i.e. TIPNow, cameras, vehicle registration system. 
   **UPDATE**: Our Vehicle registration is totally on-line now and working fantastic. We are operating our new UC Alert system (Rave) and all officers are trained in that system. We are also introducing Guardian which is a personal Panic button for everyone’s person smart phones. This system is now up and running and we are campaigning to get as many people to enroll as possible.

   Additional Resources Required: NA
Athletics & Physical Education

Divisional Goals that Support Annual Institutional Priorities

1. Collaborate with the Dean of the School of Business and Justice Studies to develop a Bachelor’s degree in Sports Management.
   **UPDATE:** This major was placed on hold until recently. Athletics will be working with the Dean of the School of Business and Justice Studies and Professor Rick Fenner as this major is being brought back to the table for development.

   Institutional Priority Addressed: 1a
   Additional Resources Required:
   ● Academic sales pieces that promote the major

2. Collaborate with Marketing to remodel and upgrade the Athletics website.
   **UPDATE:** Complete.

   Institutional Priority Addressed: 4a
   Additional Resources Required:
   ● $5,000 (Office of Marketing and Communications budget)

3. Upgrade athletic facilities to improve recruiting and retention efforts.
   **UPDATE:** Ongoing.

   Institutional Priority Addressed: 6, 7
   Additional Resources Required:
   ● $10,000

Additional Divisional Goals

1. Work toward the successful launch of the dome project.
   **UPDATE:** Currently in progress with a projected completion of October 2015.

   Additional Resources Required:
   ● $8.5 million.

2. Assist with the successful launch of the Wellness and Adventure Education major.
   **UPDATE:** Athletics is working to recruit students to this major. The creation of professionally designed promotional pieces would assist in this effort.

   Additional Resources Required
   ● Academic sales pieces that promote the major

3. Implement a roster management plan.
   **UPDATE:** Completed for the Fall 2015 semester, however this will be an ongoing goal.

   Additional Resources Required
• Growth of current athletic coaching, athletic training and strength and conditioning staff where appropriate

4. Monitor and cultivate the relationship with the Mohawk Valley Garden Corporation and the Auditorium Authority.
   **UPDATE:** Successful to date and ongoing.

   Additional Resources Required: N/A

5. Foster an atmosphere of success and accountability.
   **UPDATE:** This is a long-term work in progress. However, Athletics is moving in the right direction with regards to success and accountability. Our continued goal is to have more measurable success amongst all of our intercollegiate sports programs.

   Additional Resources Required: N/A
Integrated Information Technology Services

Divisional Goals that Support Annual Institutional Priorities

1. Enhance Business Intelligence System and reporting for responsive and secure access to administrative information that facilitates informed college decisions. Specifically leverage the newly licensed Argos baseline and advanced features for dashboards campus-wide that track and report on key metrics as well as improved efficiency by offering more efficient and decentralized access to standard database reports.

   **UPDATE:** Argos Business Intelligence System Reporting and Dashboards: Completed over 15 reports and dashboards to track and report on key metrics like: Financial Aid IPEDS Survey, Board of Trustee Dashboard, Budget Development Tool Summary, Student Search App., Enrollment Melt Analysis, etc.

   Institutional Priority Addressed: 12a
   Additional Resources Required: None

2. Continue Network Infrastructure Support and Enhancements through ongoing upgrades, and extensions of its capabilities such as leveraging the new firewalls and Intrusion Prevention Services to enhance protection against security breaches.

   **UPDATE:** Procured Ekahau software to measure and test wireless on campus. We are actively using this software to make better wireless decisions, rightsizing deployments, and testing connectivity issues. Added extra access points in areas where wireless performance has been intermittent. Portions of the Utica College wireless network have been modified to better handle multiple connections. Implementing the new Cisco Intrusion Prevention System (IPS) and Next Generation Firewall helped the denial of over 10,000 malicious SQL injection attacks on our Utica.edu website in a 1-hour window on August 17, 2014.

   Institutional Priority Addressed: 12b
   Additional Resources Required: None

3. Complete the initial ANGEL to Moodle transition project, assisting ground based faculty who ‘opt-in’ to the process. Develop and improve courses to meet the needs of the instructor and their students.

   **UPDATE:** Completed the ANGEL to Engage LMS transition project. The in-house Instructional Technology Team Center led the in-house migration of 195 new campus based courses to the Engage platform for the Spring Semester and 208 courses for the Fall semester.

   Institutional Priority Addressed: 12c
   Additional Resources Required: None

4. Deliver enhanced user support services through such initiatives as:
   - Rebranding the Help Desk to Customer Service and Support Center including the establishment of Customer Service Support SLA’s (Service Level Agreement) for in-house and partner support while expanding User Services.
   - Explore Managed Services Printing.
   - Convert all IITS paper based forms to electronic forms.
   - Add additional features and functionality to the help desk ticketing system.
**UPDATE:** Worked with vendors to complete an inventory of our printers and seek out opportunities for device consolidation, and evaluate issues such as distributed versus centralized print, document workflow, security and energy and waste reduction. Executed Managed Print Service contract with Toshiba Business Solutions to support and maintain all Campus printers. Completed the Help Desk rebranding to and drafted the first version of an IITS Service Level Agreement.

Institutional Priority Addressed: 12  
Additional Resources Required: None

### Additional Divisional Goals

1. Create and Develop Accessibility training for staff and faculty. Create Accessibility website. Look for partnerships to enhance our web accessibility.  
   **UPDATE:** Working in collaboration with 504 ADA committee created the web accessibility policy, training documentation, and updated the IITS software page to include a column indicating software that supports accessibility. Began partnerships with other local colleges to collaborate on issues around electronic accessibility. Had a meeting on the UC campus with representatives from Colgate, Hamilton, Herkimer, Mohawk Valley CC, and SUNY Polytechnic.  
   Additional Resources Required: None

2. Standardize on and provide easy reliable access to the network. Round-the-clock availability for students, faculty, and staff.  
   **UPDATE:** Updated Extreme Networks NetSight (integrated management capabilities) to provide centralized visibility and highly efficient anytime, anywhere control of enterprise wired and wireless network resources.  
   Updated Network Access Control (NAC) Management to ensure that only the right users have access to the right information from the right place and time, maintain guest and user productivity, and simplify compliance monitoring and reporting.  
   Additional Resources Required: None

3. Continue to deliver and enhance learning spaces with additional enhanced classrooms and Distance Learning specific classrooms to support programs such as the hybrid MBA program.  
   **UPDATE:** Implemented Cisco Collaboration and Telepresence for Audio, Video and Content sharing for the hybrid MBA Classroom at Clark City Center.  
   Additional Resources Required: None

4. License and expand use of technology tools for the student to leverage in their learning process using for example the new Adobe Creative Suite and Office 365.  
   **UPDATE:** Updated software packages (Microsoft Office 2013 and Adobe Creative Cloud 2014) in all computer labs.  
   Additional Resources Required: None

5. Continue to improve access to program specific technology through deployments such as virtual labs including the new ECJS Virtual lab.
**UPDATE:** ECJS Virtual LAB - Procured and configured new hardware and software needed to create a specialized lab for ECJS MS students to connect to remotely. This new platform lays the groundwork for further innovation to enhance the distance learning objectives.

Additional Resources Required: None

6. Improve existing physical instructional spaces through remodel of spaces such as Donahue, Macfarlane, and Strebel auditoriums to allow for interactivity and better conditions.
**UPDATE:** Implemented Audio Visual upgrades that included motorized screens/projectors and sound systems in Strebel, MacFarlane, and Donahue auditoriums.

Additional Resources Required: None

7. Explore Mobile Apps Development or procurement (My UC Calendar, My Grades, Mobile Opinionnaires, My UC Network Experience, Mobile Support.
**UPDATE:** Explored various mobile apps and decided not develop in-house applications due to the availability of Ellucian Mobile platform shortly as a major upgrade to our current Banner application.

Additional Resources Required: None

8. Deploy redundant/test environment for Banner for enhanced BC/DR capabilities.
**UPDATE:** Created a remote test environment for Banner application at our remote disaster recovery site in downtown Utica.

Additional Resources Required:
- Additional Oracle Licenses

9. Achieve and sustain high levels of systems availability.
**UPDATE:** Maintained a system uptime commitment of 99.9% availability for all major infrastructure and applications. Leveraged Nagios and Cacti, Open Source network monitoring and infrastructure monitoring software application and dashboards.

Additional Resources Required: None

10. Build models to analyze involvement across various student demographics in student clubs and organizations from our Collegiatelink to assess student engagement in organizations including leadership and mentorship experiences.
**UPDATE:** Successfully integrated Banner student data with Collegiatelink software (Pioneer Place). Implemented a comprehensive record of a student’s leadership and campus involvement co-curricular transcript.

Additional Resources Required: None

11. Leverage Rapid Insight Application to produce better enrollment forecasting models for Admissions and Planning & Analysis.
**UPDATE:** Working with enrollment staff to leverage Rapid Insight software to help with forecasting. IITS resources have been assigned to work with the application. Forecasting models are currently being developed.
12. Develop a Banner upgrade plan to achieve technical currency with the Banner 8.x platform.  
**UPDATE:** Successfully implemented upgrades to all major Banner modules such as Accounts Receivable v8.4.5, Advancement v8.5, Financial Aid v8.22.1, General v8.6, Human Resources v8.11.3, Position Control v8.11.3, and Student v8.6.6.

Additional Resources Required: None

13. Continue policy development based on recommendations of auditors.  
**UPDATE:** Participated in the ongoing review of information technology controls and assessment as part of annual Bonadio IT review. The general areas included mobile device security, security awareness training, and user certification. As an ongoing process we will develop new Data Security Policies.

Additional Resources Required: None
Enrollment Management

Divisional Goals that Support Annual Institutional Priorities

1. Continue to pursue initiatives that will advance the reputation of the College, strengthen its financial position, extend its brand, and address external challenges (e.g., demographics, competition)
   a. Partner with Kings Colleges to enhance the international recruitment efforts for the College UPDATE: We determined that this partnership was not in our best interest due to capital investments at this time.
   b. Increase recruitment reach to more affluent out-of-state markets where there is immediate benefit for additional enrollments UPDATE: We have increased our freshman in this category for Fall 2015. All goals were exceeded. 108% of goal for acceptances, 156% of goal for Deposits with an increase in net tuition revenue, a decrease in discount and an increase in yield.

Institutional Priority Addressed: 1
Additional Resources Required: N/A

2. Effectively communicate the distinctiveness of the College’s academic program and achievements and elevate the community’s perception of academics at Utica College.
   a. Create cohesive recruitment communication plans that distinguish Utica College as a destination institution for specific academic programs
   b. Create cohesive retention communication plans that remind students of the distinguishing characteristics of a Utica College degree and outcomes
   c. Create parent communications for recruitment and retention of students.
   UPDATE: All areas complete. Enhancements need to be made to the parent communications.

Institutional Priority Addressed: 4
Additional Resources Required: N/A

3. Continue to make measurable gains in student success/retention.
   a. Improve the freshman retention rate: Achieve or exceed a freshman retention rate of 68 percent for the Fall 2014 cohort. Achieve a freshman retention rate of 75 percent for the Fall 2017 cohort.
   UPDATE: Completed and on target.

Institutional Priority Addressed: 6
Additional Resources Required: N/A
4. Achieve overall enrollment targets and net revenue forecasts.

**Summer 2014**

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<td>Distance</td>
<td>423</td>
<td>477</td>
<td>54</td>
</tr>
<tr>
<td><strong>Total Undergraduate</strong></td>
<td>851</td>
<td>880</td>
<td>29</td>
</tr>
<tr>
<td><strong>Graduate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main</td>
<td>158</td>
<td>159</td>
<td>1</td>
</tr>
<tr>
<td>Extended</td>
<td>9</td>
<td>4</td>
<td>(5)</td>
</tr>
<tr>
<td>Distance</td>
<td>722</td>
<td>803</td>
<td>81</td>
</tr>
<tr>
<td><strong>Total Graduate</strong></td>
<td>889</td>
<td>966</td>
<td>77</td>
</tr>
<tr>
<td><strong>Institution Total</strong></td>
<td>1740</td>
<td>1846</td>
<td>106</td>
</tr>
<tr>
<td>Net Tuition Revenue</td>
<td>$4,089,258</td>
<td>$4,600,525</td>
<td>$511,267</td>
</tr>
</tbody>
</table>

**Fall 2014**

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Freeze Date (09/15/2014)</th>
<th>Surplus (Deficit)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Undergraduate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main</td>
<td>2089</td>
<td>2068</td>
<td>(21)</td>
</tr>
<tr>
<td>Extended</td>
<td>63</td>
<td>65</td>
<td>2</td>
</tr>
<tr>
<td>Hybrid – ASDN</td>
<td>146</td>
<td>133</td>
<td>(13)</td>
</tr>
<tr>
<td>Distance</td>
<td>586</td>
<td>669</td>
<td>83</td>
</tr>
<tr>
<td><strong>Total Undergraduate</strong></td>
<td>2884</td>
<td>2935</td>
<td>51</td>
</tr>
<tr>
<td><strong>Graduate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main</td>
<td>258</td>
<td>268</td>
<td>10</td>
</tr>
<tr>
<td>Extended</td>
<td>15</td>
<td>5</td>
<td>(10)</td>
</tr>
<tr>
<td>DFAS</td>
<td></td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Distance</td>
<td>869</td>
<td>1035</td>
<td>166</td>
</tr>
<tr>
<td><strong>Total Graduate</strong></td>
<td>1142</td>
<td>1326</td>
<td>184</td>
</tr>
<tr>
<td><strong>Institution Total</strong></td>
<td>4026</td>
<td>4261</td>
<td>235</td>
</tr>
<tr>
<td>Net Tuition Revenue</td>
<td>$24,243,186</td>
<td>$24,325,267</td>
<td>$82,081</td>
</tr>
</tbody>
</table>

(696 new students: 35 international within the goal of 515 freshmen and 180 transfers. Quality goal includes 21% of the entering class with a rating of 1 or 2 and 51% with a rating of 3 or 4.)
**Spring 2015**

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Freeze Date</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(02/11/2015)</td>
<td>(Deficit)</td>
</tr>
<tr>
<td><strong>Target Freeze Date Surplus</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>(02/11/2015)</strong></td>
<td>(Deficit)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(95 new students: 6 international within the goal of 15 freshmen and 80 transfers.)

**UPDATE**: We enrolled 7 transfers, 69 transfers and 2 international students along with 32 readmits.

### Undergraduate

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Freeze Date</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Main</strong></td>
<td>1936</td>
<td>1936</td>
<td>(-)</td>
</tr>
<tr>
<td><strong>Extended</strong></td>
<td>68</td>
<td>67</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Hybrid – ASDN</strong></td>
<td>215</td>
<td>130</td>
<td>(85)</td>
</tr>
<tr>
<td><strong>Distance</strong></td>
<td>559</td>
<td>635</td>
<td>76</td>
</tr>
<tr>
<td><strong>Total Undergraduate</strong></td>
<td>2778</td>
<td>2768</td>
<td>10</td>
</tr>
</tbody>
</table>

### Graduate

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Freeze Date</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Main</strong></td>
<td>254</td>
<td>259</td>
<td>5</td>
</tr>
<tr>
<td><strong>Extended</strong></td>
<td>12</td>
<td>6</td>
<td>(6)</td>
</tr>
<tr>
<td><strong>Distance</strong></td>
<td>826</td>
<td>1032</td>
<td>206</td>
</tr>
<tr>
<td><strong>Total Graduate</strong></td>
<td>1092</td>
<td>1297</td>
<td>205</td>
</tr>
</tbody>
</table>

### Institution Total

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Freeze Date</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>3870</td>
<td>4065</td>
<td>215</td>
</tr>
</tbody>
</table>

### Net Tuition Revenue

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Freeze Date</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Tuition Revenue</strong></td>
<td>$22,968,051</td>
<td>$22,570,382</td>
<td>(397,669)</td>
</tr>
</tbody>
</table>

5. Implement the Strategic Enrollment Management Plan for Fall 2015 cycle.

**UPDATE**: Complete.

- Institutional Priority Addressed: 7
- Additional Resources Required: N/A

### Additional Divisional Goals

#### Undergraduate Admissions

1. Increase full pay students 1% to 1.5% per year.

**UPDATE**: Of 851 total deposits (freshman and transfer): 8 students are full pay, 103 students are no need with merit. Full Pay: .94% and No Need and Full Pay 13%

- Additional Resources Required: N/A

2. Increase the percentage of FAFSA filers to position Utica College into the top three positions.

**UPDATE**: Huge movement in this areas. Increase in top 3 FAFSA Positions has been 53% with all FAFSA Filers: Position 1: 25%; Position 2: 15%; Position 3: 13%

- Additional Resources Required: N/A
3. Secure and implement new CRM for Admissions.  
   **UPDATE:** Implementation of Hobsons Radius CRM completed with extensive usage for e-communication, telephone outreach, and territory management.

   Additional Resources Required: N/A

4. Decrease melt by 2%.
   **UPDATE:** On target

   Additional Resources Required: N/A

5. Finalize, design and move Undergraduate and Graduate Admissions into premier space on campus.
   **UPDATE:** On target for move in September 2015.

   Additional Resources Required: $1.3M

6. Review articulation agreements; create an operational plan for their use in recruitment and enrollment of new students to Utica College.
   **UPDATE:** Developed new outreach/on-site programming with Monroe Community College, Onondaga Community College, and Broome Community College. Currently creating user-friendly transfer guides for the above institutions and local feeders: MVCC, HCCC and JCC.

   Additional Resources Required: N/A

7. Create new partnerships with new 2+2 and 2+2+Graduate Programs.
   **UPDATE:** Admissions and UC faculty outreach/discussion on 2+2/Accountancy MBA with MVCC.

   Additional Resources Required: N/A

8. Increase size of freshman class for overall growth of 7.5% by 2020.
   **UPDATE:** As of 7/09/2015 Daily Report: 733 Freshmen for Fall 2015 vs. 527 Freshman for Fall 2014. An increase of 39%. Expected to be near 650 freshmen for Fall 2015 versus 473 for Fall 2014.

   Additional Resources Required: N/A

9. Increase the number of international students to 35 in 2015 for a goal of 200 by 2010.
   **UPDATE:** On target. As of 7/09/2015 Daily Report: 32 Total International Students for Fall 2015 vs. 26 Total International Students for Fall 2014. An increase of 34.6%.

   Additional Resources Required: N/A

10. Engage 10-15 active alumni admissions ambassadors through the position of Director of NYC Engagement.
    **UPDATE:** On target.
    Additional Resources Required: $3K for programming
11. Evaluate visit programs to ensure changes in 2014 have yielded results.
   **UPDATE:**
   Fall 2014/Fall 2015 headcount on events with % of increase:
   - Fall Open Houses  194/425 - 219% increase in attendance
   - Accepted Students Days - 177/362 - 204% increase in attendance
   - Spring Open House- 59/75 - 27% increase in attendance

   Yield on events has been established
   - Regional Alumni Yield Dinners - 64.5% yield
   - Local Alumni Yield Dinner - 70% yield
   - Accepted Student Days - 72.3% yield

   Additional Resources Required: N/A

12. Use the predictive model to chart the recruitment plan for 2016 and beyond.
   **UPDATE:** Completed. Utilized bi-weekly Noel Levitz ERMS Model to forecast Fall 2015 recruitment class, Financial Aid expenditure, and overall revenue for the College.

   Additional Resources Required: N/A

13. Create a VIP page for prospective students.
   **UPDATE:** In conjunction with the marketing team, admissions web presence and content were expanded via the application status checker to be a one stop for requirements. The CRM did not have this functionality as expected.

   Additional Resources Required: N/A

14. Create a portal for applicants to review missing documents and to receive admissions decisions online.
   **UPDATE:** Complete.

   Additional Resources Required: N/A

**Graduate Admissions**

1. Secure and Implement new CRM for Admissions.
   **UPDATE:** Ongoing. CRM secured. Not implemented for Graduate Admissions yet.

   Additional Resources Required: N/A

2. Finalize, design and move Undergraduate and Graduate Admissions into premier space on campus.
   **UPDATE:** Ongoing/on track for completion in September 2015.

   Additional Resources Required: $1.3M
3. Working in conjunction with the Transfer Articulation and Business Development Director, develop 2+2+Grad agreements with two-year colleges (business, accounting, criminal justice, early childhood, liberal studies).
   **UPDATE:** Not completed.

   Additional Resources Required: N/A

4. Continue competitive assessments for MSLS, MS Education and MBA Accountancy programs by reviewing potential discounting strategies.
   **UPDATE:** Ongoing - Assessment completed. Report being generated.

   Additional Resources Required: N/A

5. Completion of an on-ground Intensive English program that is required for full-pay international graduate students.
   **UPDATE:** Completed. Enrollments are low and marketing of the program has been increased to generate additional enrollments.

   Additional Resources Required: N/A

6. Development of a general MBA with concentrations by Fall 2014. Program should be designed for both traditional (for international students) and for non-traditional students (blended/weekend).
   **UPDATE:** Program will begin Fall 2015 with a soft launch and full cohort in Spring 2016.

   Additional Resources Required: N/A

7. Continue expansion of marketing, business and non-profit relationships for promoting new online MSLS, highlighting concentrations in organizational communication and aging studies (formerly gerontology).
   **UPDATE:** Complete.

   Additional Resources Required: N/A

8. Develop country-specific programs and initiatives to attract international teachers to come to UC for graduate degrees.
   **UPDATE:** Not complete.

   Additional Resources Required: N/A

9. Continue initiatives for MS OT and DPT recruitment to maintain strong GPA averages in Fall cohorts. This will also maintain current high retention rates in these programs.
   **UPDATE:** Complete

   Additional Resources Required: N/A
10. Work with OT Department and dean to begin development of an OTD program that would be an extension of current MS OT program as well as a potential transitional program.  
**UPDATE:** On track for proposal

Additional Resources Required: N/A

**Enrollment Management Operations**

1. Secure and Implement new CRM for Admissions.  
   **UPDATE:** Implemented for UG Admissions. The next phases will include ABSN, Ground Grad, UG Wiley, GR Wiley, International.

Additional Resources Required: N/A

2. Streamline and improve the application review process to include automated academic index calculations for academic and test optional indices.  
   **UPDATE:** Automated index process is complete and working well.

Additional Resources Required: N/A

3. Build user interface between Banner and the oracle table to automate the process of entering admissions decisions into Banner.  
   **UPDATE:** Complete - 85% of admissions decisions are automatically entered in Banner.

Additional Resources Required: N/A

4. Improve the admissions letter generation process with the implementation of the CRM.  
   **UPDATE:** After further review of functionality, letter generation will remain in Banner.

Additional Resources Required: N/A

5. Provide Leadership, and all users College-wide with accurate enrollment data to ensure effective decision making.  
   **UPDATE:** In process, the reports for delivery across campus are constantly being updated. With the implementation of Argos, reports will be easily accessible.

Additional Resources Required: N/A

6. Develop a process to load all prospect and inquiry files into an oracle table allowing for faster and more accurate processing of prospect and inquiry data into Banner using Nolij.  
   **UPDATE:** Inquiry and Prospect data is now loaded in the CRM. The name buys are also stored in the oracle tables as a backup but are not loaded in Banner.

Additional Resources Required: N/A
7. Cross train all staff within the Enrollment Operations area to ensure seamless and effective processing of all prospect, recruit, applicant and enrolled student data.  
**UPDATE:** Complete but ongoing: All staff are familiar with the other processes within the office.  We are prepared to handle vacation and extended absences.

Additional Resources Required: N/A

8. Ensure student data integrity with the implementation of consistent processes across all campuses.  
**UPDATE:** Complete and ongoing.

Additional Resources Required: N/A

9. Strive for continuous improvement with the implementation of effective and efficient initiatives and processes used to recruit and admit prospective students.  
**UPDATE:** Ongoing.

Additional Resources Required: N/A

10. Ensure all applications are online and streamlined with Deltak.  
**UPDATE:** In process/Ongoing: currently working to have all Wiley applications pushed into Banner using Nolij.  Hope to have process working by Fall 15.

Additional Resources Required: N/A

11. Review Banner Document Imaging and create a plan for implementation that leads to efficiencies within the department.  
**UPDATE:** In process. Funding moved to another project. Need to revisit.

Additional Resources Required: There will be a cost to purchase equipment & software

**Student Success and Retention**

1. Create a calendar of events to support Student Success and Retention.  
**UPDATE:** Partially completed - Delayed planning for Uachieve floor. Coordinated with Dean of Diversity and Student Development to co-sponsor Program on healthy eating, nutrition and body image; Safe Zone “Train the Trainer” program & “Rebel” documentary screening and presentation by filmmaker Maria Agui Carter.

Additional Resources Required: N/A

2. Secure and Implement new CRM for Student Success and Retention.  
**UPDATE:** In Progress. Agile Advisor will allow more areas within Student Affairs to provide information on students they are working with. This will give the Office of Student Success a more transparent view of students and assist in tracking their engagement with the institution.

Additional Resources Required: N/A
3. Create a first-class Fall Orientation program.
   **UPDATE:** On target.

   Additional Resources Required: N/A

4. Determine the best physical location for Student Success and Academic Coaching Experts.
   **UPDATE:** Advising proposal near completion.

   Additional Resources Required: N/A

5. Create a calendar of programmatic events for ACES to assist students in the college transition process.
   **UPDATE:** Completed.

   Additional Resources Required: N/A
**Advancement**

*Divisional Goals that Support Annual Institutional Priorities*

1. Achieve major fund raising goals  
   h. Raise $2.3 million in total cash-in.  
      **UPDATE:** Not completed - $2,233,127 in total cash in.  
   i. Raise $970,000 for the unrestricted annual fund.  
      **UPDATE:** Completed - $970,021 in gifts to AFU.  
   j. Create a disciplined funding strategy that includes private and public support and debt financing for the new Gordon Science Center master plan.  
      **UPDATE:** Not completed - no action taken.  
   k. Raise $200,000 in outright Athletic gifts and advertising.  
      **UPDATE:** Completed - $231,719 in outright Athletic gifts and advertising.  
   l. Prepare requests to government grant sources for $4 million with estimated awards in excess of $900,000.  
      **UPDATE:** Partially Completed - $5,643,936 submitted and $853,775 in awards received.  
   m. Submit proposals to private foundations and corporations for $750,000 with estimated awards in excess of $280,000.  
      **UPDATE:** Partially Completed - $1,193,418 submitted and $223,988 in awards received.  
   n. Build the number of planned giving prospects to 165, from the current number of 150 and secure/realize 12 gifts.  
      **UPDATE:** Completed - 161 planned giving prospects and 12 secured/realized gifts.  
   o. Remove hold on Gift Processor position/administrative support.  
      **UPDATE:** Position filled as a result of a retirement, promotion, and subsequent backfill.

   Institutional Priority Addressed: 9  
   Additional Resources Required:  

2. Achieve systematic efficiencies.  
   a. Achieve systematic efficiencies on the organization and performance of staff and Advancement operations as we gear up for the launch of the next Capital Campaign.  
      **UPDATE:** Ongoing - Division self-assessment to be conducted and completed by external consultant by May 31, 2016.  
   b. Complete a preliminary personnel planning document by May 31, 2015 which will address human and physical capital needs.  
      **UPDATE:** Ongoing - Division self-assessment to be conducted and completed by external consultant by May 31, 2016.

   Institutional Priority Addressed: 8b  
   Additional Resources Required: N/A  

3. Effectively communicate the distinctiveness of the College’s academic programs and continue to strengthen the institution’s overall reputation and brand  
   a. Integrate the institutional brand strategy with an enhanced alumni engagement effort and communication plan.
b. Expand reach of media advertising campaign for brand awareness and student recruitment to new tertiary target geographic audience (most likely Albany) and strengthen exposure in current target markets (Utica/Mohawk Valley, Syracuse, Rochester).

c. With Enrollment Management and Admissions leadership, develop a strategic communications plan focused on identifying ways to better market the College’s institutional points of distinction to all current student populations, including ground-based and online undergraduate and graduate populations.

**UPDATE:** Developed messaging framework for alumni giving and engagement that draws from and is more closely in step with the institutional brand strategy. Developed twelve-month advancement-focused editorial calendar and planner to better coordinate communication opportunities and the tactics that support them. Executed fall and spring media campaign, which had parallel goals of student recruitment (undergraduate and graduate) and brand awareness. Digital campaign generated more than 41.4 million impressions and 75,326 clicks. All tactics performed well and delivered at or above industry averages, providing evidence that messaging is resonating with the target audiences.

Institutional Priority Addressed: 4
Additional Resources Required: N/A

### Additional Divisional Goals

#### Development

1. Continue to strengthen Parents Council; identify and grow Parents Council Members to 20 with 100% giving at the Charter Circle level or higher; continue to work with College constituents (IITS, Admissions, and others) to streamline the process of sharing parent data in Banner.

**UPDATE:** Partially completed - Parents Council has grown to 24 members currently, with 100% giving overall, but only 25% giving at the Charter Circle level. Ongoing with significant progress made towards sharing parent data. Working with Bob Perkins to coordinate a monthly Parent Newsletter in 2015-16.

Additional Resources Required: N/A

2. Increase the total number of all donors to AFU to 2,024; an increase of 100 donors from FY ’14.

**UPDATE:** Not completed - 1,731 donors (hard credit).

Additional Resources Required: N/A

3. Identify and/or develop a mechanism for tracking alumni giving by student segment (e.g. undergraduate, graduate, online, hybrid, et cetera), with a long-term goal of developing specific solicitation, cultivation, and engagement strategies for each segment.

**UPDATE:** Ongoing - Data pulls need to be tested.

Additional Resources Required: N/A

4. An approved Start-Up NY application identifying space in Clark City Center and the ECJS Building that would attract private investment for Start-Up NY.

**UPDATE:** On hold - Pending the College’s further review.

Additional Resources Required: N/A
Alumni and Parent Relations
1. Revamp Homecoming strategy to reduce the number of events, but also increase the quality with higher attendance per event, better capture actual attendees, pre-registrations, quality of events, and have more Development Officer engagement with the class-year and affinity reunions for Homecoming 2014. Increase Homecoming pre-registrations by 10 percent to at least 821, capture an additional 10% (or more) “on site” registrations to total 903.
   **UPDATE:** Completed - 1,152 Homecoming pre-registrations with a 54% increase, 222 additional 19% “on site”, 1,374 total pre-registrations.

   Additional Resources Required: N/A

2. Enhance the visibility and productivity of the National Alumni Council (NAC): due to attrition increase membership by three to four for a total of 27, with a focus on diversity; continue to work with the new officers to align their efforts with the College’s strategic plan; and continue to educate constituents on the NAC and their efforts at various events, online, in the Pioneer magazine, and other opportunities.
   **UPDATE:** Partial completion - Name changed from NAC to UCAC (Utica College Alumni Council). Meaningful activities have increased. Even though we brought on new members during the year (6), lost three due to attrition (1 served 9 yrs. term completed; 1 resigned moved to FL; 1 let go for lack of participation). As of June 1 we have 24 (3 more than last June) strong, diverse, and active members (w/100% AFU participation).

   Additional Resources Required: N/A

3. Work with Marketing and Communications to increase social media usage: Increase the number of users on UC’s organizational Facebook page by 4% to at least 7,438; increase the alumni group on LinkedIn by 5% to at least 1,371, and increase participation on the LinkedIn mentoring site by 85% to at least 35 members.
   **UPDATE:** Completed - 9,021 users on UC’s organizational Facebook page. 1,560 people on LinkedIn alumni group. 88 members on the LinkedIn mentoring site.

   Additional Resources Required: N/A

Marketing and Communications
1. Plan and develop next generation of admissions materials, including print publications, e-communications, and interactive media, in support of recruitment communications plan (suspect, prospect, applicant, yield).
   **UPDATE:** Completed - Introduced a new suite of primary undergraduate recruitment publications immediately prior to the admissions counselors going on the road in September. Additional collateral developed included new accepted student packets, suite of orientation communications, and several specific yield communications.

   Additional Resources Required:
   ● Additional staff person dedicated to recruitment and marketing, particularly given the anticipated increased volume of materials.

2. Develop strategic communication tools, including program positioning statements, proof points, and promotional web videos, to support achievement of a distinctive public identity for each academic program.
UPDATE: Completed and ongoing - Shot video vignettes of students and/or alumni from approximately 95 percent of undergraduate majors. As well, produced several video assets to support Wiley and Orbis marketing initiatives. Reimagined primary academic landing pages on the website in conjunction with redesign of the institutional website. The new approach provides significantly more opportunities for dynamic and rich media content, including short-form video, as well as faculty and student short features, testimonials, quick facts, points of excellence, tagged news stories, et cetera.

Additional Resources Required:
- Additional staff position requested (same as aforementioned).

3. Improve user experience and brand consistency across all web properties, including those hosted and supported by partners; rethink prominent marketing-focused landing pages on the institutional site, including accepted student, alumni relations, and career services pages.
   **UPDATE:** Partial completion/ongoing - Developed a beta version of a new institutional website, the most prominent feature of which is the shift to a responsive design, significantly enhancing user experience. Design also includes a consistent, simplified header, which has already been incorporated into Orbi’s redesign of the ABSN website and microsite and will hopefully be adopted as part of the Wiley redesign. The reimagined site will include new design and content strategy, with a particular emphasis on the most heavily trafficked pages.

   Additional Resources Required: N/A

4. Plan and develop new College-wide web content management policy, with a specific goal of reducing the number of pages on the institutional website by 50 percent.
   **UPDATE:** Ongoing - As part of the website redesign, the total page count will be reduced; however, it is too early to put a precise number on it. Moving forward, it is a priority to continually monitor and where possible reduce the number of pages on the site.

   Additional Resources Required: N/A

5. Provide creative direction and content for first-generation Utica College mobile site solution.
   **UPDATE:** Ongoing - The goal of a mobile site evolved into the development of a responsive site design.

   Additional Resources Required: N/A

6. Develop a more dynamic, comprehensive approach to the news section of the institutional website.
   **UPDATE:** Ongoing - The new website will feature a news-based subsite. As well, individual pieces of content (e.g. stories, videos) will be keyword-tagged so that they are integrated appropriately throughout the site.

   Additional Resources Required: N/A

7. Maintain a faculty experts/scholarly activity database.
   **UPDATE:** Completed - The director of media relations has regularly maintained a faculty experts database for the past two years. This goal can come off the goals list in the future.
8. Develop and distribute a publication promoting faculty research and professional achievement. **UPDATE:** Partially completed - We have not yet developed this publication. We have developed, with Wiley, a web form for the purpose of collecting faculty and student accomplishments in a central location and sharing with all appropriate parties. While the form has not yet gained the traction we hope it would, we continue to believe it is a worthwhile effort.

Additional Resources Required: N/A

9. Expand light pole banner system to include the Champlin Avenue, Burrstone Road, Genesee Street (immediately in front of Clark City Center) roadways as well as additional event-specific banners (e.g. Orientation, Move-in Day, et cetera). **UPDATE:** Ongoing - We have hung light poles down Burrstone Road (we would like to extend further in the near future). We have not yet received permission from the Town of New Hartford or City of Utica to hang banner on Champlin Avenue or Genesee Street, respectively.

Additional Resources Required: N/A

10. Conduct a minimum of three brand orientation sessions, at least one of which dedicated to faculty and academic administrators. **UPDATE:** Partially completed - We held two sessions with the assistance of Cognitive Marketing.

Additional Resources Required: N/A

11. Explore new opportunities for College-wide, issue-based conversation. **UPDATE:** Ongoing - This is an ongoing effort. We continued to publish UC Matters: A Word from the President.

Additional Resources Required: N/A

12. Develop best practices guidelines for College-affiliated social media accounts; audit, inventory, and create an aggregated, web-based directory of those accounts. **UPDATE:** Partial completion/ongoing - Hired Recruitment Marketing and Online Engagement Manager, who assumed primary responsibility for this goal. New website will feature campus-wide social media directory, as well as integrated Twitter, Facebook, and Instagram feeds on the homepage.

Additional Resources Required: N/A

**Corporate and Professional Programs**

1. Develop at least two new sources of revenue during 2014 – 2015, which may include the expansion of current programs or development of new programs. **UPDATE:** Completed - Several new sources of revenue have been realized this fiscal year, including: Big 30 Parent/Child Football Camp, USA Field Hockey Day Camp, Fort Schuyler Baseball field rental, American Red Cross Heroes Breakfast, ConMed Research and Development Summit, Leatherstocking PTA Regional Conference, Walmart Leadership Retreat, GEA Farm
Technologies Staff Development Program, Hamilton Orthopaedic Sports Injuries Workshop, and ICD-10 Diagnosis Coding Workshop for Physicians.

Additional Resources Required: N/A

2. Manage logistical planning for Utica College’s high-profile special events, such as Commencement, Convocation, Orientation/Move-in, and Admissions events.
   **UPDATE:** Completed - The Office of Corporate and Professional Programs managed logistical planning for several of the College’s high-profile special events including Commencement, Convocation, and Orientation/Move-in. In addition, the Office of Corporate and Professional Programs managed logistics for nearly 60 various Undergraduate and Graduate Admissions events this fiscal year.

   Additional Resources Required: N/A

3. Develop new marketing materials to promote the programs and services available through the Office of Corporate and Professional Programs. Develop strategy to disseminate materials.
   **UPDATE:** Completed - The Office of Corporate and Professional Programs developed a new suite of marketing materials this fiscal year. Materials developed include an overview/fact sheet for all services/programs available through the Office of Corporate and Professional Programs; “Let Us Host Your Event” (overview brochure); “A Guide to Help You Plan Your Event” (conference planning brochure); “At Your Request” (popular meal selections brochure), and an overview/fact sheet on Corporate Training. In addition, a new, full-color presentation folder was developed. A variety of strategies are used to distribute materials, including: targeted mail and e-mail lists, participation at area exhibition fairs, targeted client visits and outreach with subsequent follow-up, and attendance at area professional events/meetings.

   Additional Resources Required: N/A

4. Develop a comprehensive list of at least 50 active and potential clients that can be utilized in marketing the programs and services available through the Office of Corporate and Professional Programs. Develop strategy to solicit client list.
   **UPDATE:** Completed - The Office of Corporate and Professional Programs now has a contact list of 200+ active and potential clients. Ongoing marketing/communication strategies include client visits; follow-up phone calls and e-mails; distribution of print materials, i.e. program brochures, both electronically and by mail; and invited campus visits/tours. In addition, staff participated in several exhibition fairs this fiscal year, including the Greater Utica Chamber Expo, SHRM Diversity event, CEANY, among others.

   Additional Resources Required: N/A

5. Maintain and develop relationships with non-profit and civic organizations. Partner with such organizations in offering at least four community-wide programs/events at UC during 2014 – 2015.
   **UPDATE:** completed - This fiscal year, the Office of Corporate and Professional Programs partnered with many non-profit and civic organizations in offering community-wide programs/events at UC, including: Rotary, Hospice, Greater Utica Chamber of Commerce, Genesis Group, Boy Scouts, Make-A-Wish, American Heart Association, and American Red Cross.
Additional Resources Required:  N/A
Financial Affairs

Divisional Goals that Support Annual Institutional Priorities

1. Continue to strengthen the strategic management of resources – especially financial – that will enable the College to continue improving its fundamental financial foundation.
   a. Continue to implement policies and procedures that will enable the College to improve its financial viability ratios:
      o Federal Financial Responsibility Score (defined as a measure of the overall financial strength of the College based on three weighted ratios: primary reserve ratio, equity ratio, and net income ratio) Multi-year target = 2.5 – 3.0
         UPDATE: Pending completed year end audit. On-going multi-year target.
      o Goal for 2014-15: 2.375 FFR Score per Agreement with the AAUP-UC
         UPDATE: Pending completed year end audit.

Institutional Priority Addressed: 8a
Additional Resources Required:
● Various Software
● IITS Support

2. Explore ways to ensure affordability of a UC degree.
   UPDATE: On going.

   Institutional Priority Addressed: 5
   Additional Resources Required: N/A

Additional Divisional Goals

1. Secure funding for the Dome and Welcome Center projects.
   UPDATE: Completed, closed on 5/28/15 with $6.3M in new funding and $2.2M of repurposed 2013 Bond Series.

   Additional Resources Required: $9M ($8.5 in financing, $500K in fundraising)

   UPDATE: Not completed - moving to 2016 Additional Divisional Goals and will read “Revise draft of New Debt Policy by May 2016).

   Additional Resources Required: N/A

3. Upgrade credit card system to new platform by May 2015 that will allow for active management of card users and their limits and add small dollar purchasing functionality to streamline the acquisition of these goods.
   UPDATE: One Card in place and training has been provided throughout 2016 and will continue into 2016. Athletics is last to transition to One Card will take place in 2016.

   Additional Resources Required: N/A
4. Begin multi-year implementation of Banner integrated document management system which will allow for secure access to files from any location, facilitate the efficient use of the Genesee Street location, and as improve functionality for employees while traveling.

**UPDATE:** Not started - moving to 2016 Additional Divisional Goals and to be cross-listed with IITS.

Additional Resources Required: N/A
**Legal Affairs**

**Divisional Goals that Support Annual Institutional Priorities**

1. Implement a 2014-2018 Strategic Human Resources Plan with particular initial emphasis on supervisory training, change management training, customer service training, and improved performance management processes.  
**UPDATE:** Plan implementation is underway. Detailed report out of progress will be provided in separate document.

Institutional Priority Addressed: 13

Additional Resources Required:
- Senior leadership support and cascading of information

**Additional Divisional Goals**

1. Launch and operationalize Compliance Committee  
**UPDATE:** The committee has been formed and has met to review processes and begin to develop a compliance calendar.

Additional Resources Required:
- Commitment from all department heads across the College

2. Structure optimal legal and HR plans for executing Task Force recommendations  
**UPDATE:** In progress. Working specifically on benefits-related strategies that align with Task Force recommendations.

Additional Resources Required: None
- TBD

3. Formulate engagement and negotiating strategies for next AAUP-Utica College bargaining cycle  
**UPDATE:** Collective bargaining is underway, with a contract extension through 10/16/15.

Additional Resources Required: None

4. Roll out an Enterprise Risk Management (ERM) system to senior and middle management, and monitor, measure, and adjust ERM scorecard and underlying risk families  
**UPDATE:** The ERM system has been developed after review by members of the Presidents and Provosts cabinets and the Board of Trustees. An annual review will occur this spring.

Additional Resources Required: None

5. Assist Compensation Committee in administration of executive compensation system.  
**UPDATE:** AVP of HR now involved in executive compensation administration, participating in meetings and assisting in the procurement of competitive information and validation of executive compensation terms.
Additional Resources Required: None

6. Assist Audit Committee in administration of executive compensation system.  
   **UPDATE:** This goal is ongoing.

   Additional Resources Required: None