

Strategic Plan: 2010-11 Status Report

Aspirational Goals 2010-2015 -- SUNY Delhi will be a leader in:

Engaging Students for Success by:

- retaining and strengthening its status as a college where the student is the most important person;
 - *ranked first in sector in several areas according to 2009 Student Opinion Survey (SOS). Extensive use is made of this document. President assigns tasks/goals based on SOS results; Cabinet members are expected to address areas where campus performs below college of technology (COT) or university norms. Follow-up monitoring during cabinet meetings;*
 - *students consistently rate their relationships with faculty, staff, and one another highly on SOS;*
 - *new \$20 million fully renovated student and community center is a testament to student centered campus. Students were integrally involved in all aspects of assessment/planning for the new center, and continue to be involved in program and services evaluation;*
 - *development of Common Hour theme and programs for 2011-12 to promote community and common educational experiences for students, faculty and staff;*
 - *named among top baccalaureate colleges in the North by US News and World Report;*
 - *growing the number of student jobs on campus (now at more than 750) improves retention by helping students build affiliations, provides students with valuable work experience and provides income to help pay for their education;*
 - *increased campus bandwidth from 50mb to 100mb and raised the per-student bandwidth caps from 1mb to 2mb. This allows the students to do more multimedia related activities with ease;*
 - *cabinet has adopted a revised mission statement centering on the student as the most important in the college community;*
 - *various improvements based on regular student feedback-both qualitative and quantitative. Examples include: restricted smoking areas on campus; construction of campus townhouses for upper division students; bathroom and laundry renovations in the residence halls; planning for community kitchens; improvements to the collection of health information for athletes and nursing students; expanded fitness center hours and recreational offerings; food service enhancements; expanded access to additional computers, and increased broadband.*
- offering unparalleled educational access to a socially, culturally, and economically diverse student population;
 - *approximately 25% of students are from African-American, Hispanic or ethnic households; approximately 87% receive some financial aid; 793 full-time students receive full Pell awards;*

- *presently offering programs to over 150 place bound students at community college locations;*
 - *the EOP program provides important access and support to economically and educationally disadvantaged students;*
 - *student life division strives to recruit diverse student employees, leaders, and athletes;*
 - *college offers support groups for international students, GLBTQ students, veterans, students with disabilities in an effort to support student populations with special needs;*
 - *student activities staff and faculty/staff advisors work very closely with the campus cultural clubs such as the West Indian Coalition, Black Student Union, and the Latin Student Organization;*
 - *in 2010-11, 2,400 students were seen in the counseling and health center for 9,615 visits, and staff conducted over 50 varied programs and workshops for 1,750 students. 91% of students surveyed in spring 2011 stated that they felt better able to treat or address the issue they came in with as a result of their visit (a 3% increase);*
 - *since fall 2005 retention rates for first-time full time freshman have increased from 56.88% to 65.17% while acceptance rates have fallen from 70.4% to 55.1%*
 - *associate degree retention rates exceed national and sector averages, 2007 and 2008.*
- *delivering academic programs that fully prepare students for transfer and career success;*
 - *ADDA exam 100% pass rate 2010 and 2011;*
 - *student success at both bachelors and associate levels above COT averages -- from fall 02- to fall 06 SUNY data; Associate degree retention and graduation rates exceed sector and national averages in 2007 and '08; associate degree graduation rates (2,3 and 4 year) meet or exceed sector and national average according to SUNY data;*
 - *baccalaureate retention rate (first year) exceeds national public college average in 2008 (last year available);*
 - *NCLEX-RN pass rates exceed NYS average 2009 and '10;*
 - *Vet Tech National Board exam results from March 2011 show Delhi students with a pass rate of 77% vs. the national rate of 60%.*
 - *delivering academic and co-curricular programs that embrace experiential learning, build a campus community, and prepare students as productive, socially responsible citizens, who can become leaders and decision makers in their chosen fields;*
 - *Over 160 students annually participate in college sponsored internships;*
 - *70% of students are involved in some aspect of campus life through clubs, intramurals, community service and athletics; 15% of students are involved in leadership positions;*
 - *45 clubs and organizations many of which are connected to academic programs; co-curricular transcripts; SPACE residence life program model provided 365 varied programs for residential students;*

- *student senate faculty/staff programming grants created new opportunities to support student learning outside of the traditional classroom;*
 - *fitness center hosts 15,000 visits a year, development of new options such as yoga, dance, etc., over 300 activities and programs offered through Student Activities Department;*
 - *student projects provide real world experiences that involve collaboration among students, faculty and staff. This year's projects have included smoking gazebos, bus stop, salt shed, a pergola, various landscaping projects at main and valley campus;*
 - *college received national attention from University Business magazine for its commitment to campus improvements to enhance student learning.*
- offering students expanding options for civic engagement and public service, both on and off campus;
 - *25,000 hours of community service; 70% of students participate in some form of community service; President's Higher Education Community Service Honor Roll for five consecutive years; Relay for Life;*
 - *OCCE (O'Connor Center for Student Engagement) provides incentives for the development of service learning through its Service Learning Fellows program for faculty members. For example: ARC of Delaware County clients were involved in the college's Developmental Psych class;*
 - *The college recognizes the importance of these values through the distinguished President's Awards for Community Service that are bestowed upon individual students at commencement, and two clubs each year;*
- promoting myriad opportunities within classrooms, residence halls, and through campus activities for students to realize their personal, professional, and intellectual potential;
 - *Food for Thought theme for 2010-11 academic year delivered numerous programs and enhanced awareness of local foods, sustainable agriculture and campus food options;*
 - *fitness center developed new options such as yoga, dance, etc., creative and energetic peer education programs and activities, with over 300 programs and activities a year.*
- achieving student graduation and retention rates that will exceed the SUNY average for comparable colleges;
 - *success and graduation rates fall 2002 through 2006 above COT average;*
 - *Successful educational outcomes –persistence, transfer, graduation— above SUNY COT average;*
 - *student life staff strive to support student academic success through: honor societies, recognition of academic honors students; student athletes and resident assistants achieved significant levels of academic success and are recognized for these achievements;*
 - *Freshman Seminar program assessed annually. GPAs and credits earned by Vets students in freshman seminar continue to exceed those of Vets students who do*

not take the seminar. Results for LA&S students are more mixed. Seminar continues to assist students with transition to college life;

- *the Veterinary Science Living and Learning Environment (LLE) in DuBois Hall was most recently assessed in June 2011, and continues after a decade, to demonstrate consistent success rates. Participants have lower dismissal and academic probation rates, and higher GPAs and credits earned, and rate the program highly. Foundation support is provided to the LLE.*
- ensuring that employers of choice will recruit and hire Delhi graduates for their technical expertise, communication skills and ability to adapt to changing workforce needs;
 - *Construction, CADD, Nursing and other programs have placement rate of 95-100% in recent years;*
 - *nearly 750 students receive important on the job training through a broad based campus wide student employment program, student leaders such as RAs, orientation leaders, and peer educators receive comprehensive training and skill development in regards to administrative skills, interpersonal skills, conflict management and diversity.*

Achieving Academic Excellence by:

- supporting a culture of assessment designed for the continuous improvement of both teaching and learning;
 - *six accredited programs meet or exceed standards of external agencies; ADDA pass rate of 100% in each of the last two years. Results to be used to improve performance; NCLEX pass rate of 84% in 2010-pass rate improved after review of curriculum and program; Vet tech students achieved 77% pass rate on national exam in March, 2011. This pass rate significantly exceeds the national average;*
 - *established assessment committee and initiated annual assessment day that has produced new student learning outcomes for many courses; establishing an assessment web site; sponsor annual best practices teaching workshops;*
 - *revised UCS to formally incorporate student learning outcomes; reviewed and revised ELL and writing program for academic year 2011-12 including revision and establishment of ENGL outlines/syllabi and a Best Practices guide for ENGL 100 classes;*
 - *reduced number of credits to completion in some programs after curricular review. These include some BBA programs and Recreation and Sports Management;*
 - *revised BSN orientation to online learning course after assessment;*
 - *created assessment web site and document repository to aid in assessment efforts and provide suitable evidence/data for assessment and review activities;*
 - *implemented improved process for program reviews;*
 - *Construction Technology program modified curriculum based on external assessment;*
 - *Construction Technology program addressed previous areas of concern and received ACCE compliment for a comprehensive report;*
 - *completed comparative assessment of online course success for 2005-2010;*

- *awarded professional development grants and tuition assistance to promote continued faculty and staff development. 46 awards made in '10-'11;*
 - *four faculty and staff awarded chancellor's awards;*
 - *created document repository to provide campus-wide data to be used for planning, assessment and institutional improvement;*
 - *offered nearly 100 staff development workshops to provide professional development opportunities;*
 - *recognized excellence in teaching through award for excellence in part-time teaching;*
 - *campus wide implementation of Office 2010, Windows 7 and other cutting edge software packages provided to faculty, staff and students;*
 - *upgrading classroom technology in Thurston, Evenden, Clark, Smith, South, Farnsworth, and Sanford provides an improved platform for outstanding teaching and student learning;*
 - *completed the Callas Center for Teaching and Learning to support faculty and staff development and utilization of technology within the educational program;*
 - *redesigned infrastructure and layout in the Resnick Library and Learning Center to optimize facilities available for students to complete projects and assignments;*
 - *national searches for new and vacant faculty and staff positions attract high caliber candidates and result in new hires who are experts within their fields;*
 - *residence life staff conduct regular assessments of those students living in Vet Sci living/learning environment; all Student Life Division members participated in training in Jan. 2011 on student learning outcomes with applications to student affairs work; pilot residential sections of Freshman Seminar were offered in O'Connor Hall and Russell and are being assessed; a pilot academic probation program was created in 2011 in Murphy Hall to preliminary positive results and feedback;*
 - *adopted revised general education program at the baccalaureate level that improves flexibility and reduces need for waivers.*
- *continuously advancing the quality of instruction by attracting and retaining outstanding faculty and academic staff who effectively impart and apply an expanding range of knowledge and skills;*
 - *held Sharing Teaching Ideas workshops to disseminate best practices in January and May, 2011. This practice will continue.*
- *developing new and unique degree options based upon current program strengths that meet the needs of New York's economy;*
 - *BSN continues to grow and will exceed enrollment goal in fall 2011;*
 - *Construction Tech BT degree to be offered in fall. 40 schedules now in for fall 2011;*
 - *branch campus at SCCC, extension sites at TC3, OCC, Suffolk each have or expect to have new program options;*
 - *Integrated Energy Systems was approved by SUNY; the Photovoltaic array site work is progressing at Electrical Technologies Center. A.O. Smith Co. has delivered a solar thermal unit that is partially installed - first workshop for*

industry will be in August.

- recognizing the teaching, advisement, and scholarly accomplishments of the faculty and staff and promoting their continued development;
 - *continuously expanding availability of professional development funds; awarded 46 professional development grants in 2010-11 year;*
 - *held Sharing Teaching Ideas workshops to disseminate best practices in January and May, 2011;*
 - *Resnick Learning Center recognizes faculty and staff who offer tutoring services.*

- meeting or exceeding the standards of external accrediting agencies, both campus-wide and in selected programs;
 - *accredited programs in Automotive, Construction Technology, Nursing, Veterinary Science Technology, Culinary Arts; CADD program is a national leader in pass rate on ADDA exam, Culinary Hot Foods Team national championship; Photovoltaic accreditation which assisted in receiving approval for IES program;*
 - *2011 American Culinary Federation Student of the Year finalist is enrolled in Delhi's BBA program at SCCC;*
 - *Veterinary Technology students, achieved pass rate on licensure exam that exceeds national average.*

- increasing the presence of international students on the Delhi campus and expanding opportunities for Delhi students to study and travel abroad;
 - *articulations with three Republic of Georgia universities and International School of Business and Law in Lithuania; three students engaged in travel to China; approximately 14 Japanese students each year participate in SUNY COIL project with a course sent and received in fall 2010;*
 - *social science faculty member taught abroad at both International Black Sea University and University of Georgia, spring/summer 2011.*

- identifying and implementing opportunities to build a global perspective into the curriculum, in order to promote an appreciation for the dignity of all people and develop skills to work in a diverse and rapidly changing world.
 - *participating in UN Academic Initiative; SUNY Collaborative Online International Learning (COIL) participation; hiring additional historian to teach African, Asian and colonial history;*
 - *facilitated a SUNY COIL Center initiated 6 week collaborative course between Delhi and a class in the European Humanities University in Belarus/Lithuania. The course includes 2 weeks of live guest instructor lectures from EHU via Skype, 2 weeks of online asynchronous discussion in the EHU's Moodle site, and 2 weeks of guest instructor lecture from Delhi.*

Sustaining Educational Innovation by:

- delivering programs that overcome geographic barriers and provide students maximum flexibility in pursuing their degrees, through technology and inter-campus collaboration;
 - *gained approval for CJ at SCCC; submitted substantive change proposal for culinary BBA at Suffolk; delivery of online BSN to 425 students, offer online summer courses to over 650 students; fully online BBA in Vet Tech Mgmt. Inter-campus collaboration with TC3, OCC, Suffolk, Monroe and Schenectady with over 120 students enrolled. This does not count anticipated enrollment at Suffolk and CJ at SCCC;*
 - *boosted enrollment in summer 2011 classes by 270 students by improving promotion and offering incentives to teach. Delivered about 45 summer online classes in 2011;*
 - *hosted a 'Moodle-Moot' technical conference both on campus and online to facilitate the open exchange of information and ideas about online learning among many higher education institutions;*
- encouraging students to assume a greater role in their academic success by creating an attractive, convenient library and learning center;
 - *completed Wickham Technology Commons, fall 2010. Added Brock Culinary Special Collections and Reading Room, fall 2010; Callas Teaching and Learning Center, spring 2011; conduct thorough, annual assessment of the levels of use and impact of writing center and math center services.*
- offering a select group of state-of-the-art online programs for working professionals;
 - *425 BSN students expected in fall 2011;*
 - *Vet Tech BBA online enrollment has marginally expanded. The program is working on a partnership with Mass General Hospital;*
 - *expanding number of online HOSP courses.*
- capitalizing on programs of unique strength by delivering a seamless progression of degrees from the certificate through the baccalaureate and graduate level.
 - *added BT in Construction Tech: Design and Build; added BS in CJ at SCCC; introducing AAS/AOS in Integrated Energy Systems; introducing Information Systems Auditing BBA to complement Accounting degree;*
 - *supported the installation of a solar array at the Electrical Technologies Center which will provide state-of-the-art technology for teaching and learning;*
 - *renovation of classrooms, labs, library, administrative and student life facilities supports educational innovation;*
 - *construction of the Culinary Reading Room, Library Computer Lab and Callas Center enhance library and learning center facilities;*
 - *technological innovations and the development of processes that simplify employment related tasks increase support for off-site faculty and staff and foster greater engagement for all employees.*

Building Strategic Partnerships by:

- assisting with local and state economic development efforts by forging stronger extensive ties with the private and non-profit sectors;
 - *pursuing state and federal funding for Energy-Efficient Subsurface Irrigation project that will create 70 high-paying industrial jobs, \$40,000 in infrastructure investments by private industry and demonstrate economic development is possible in water-restricted regions;*
 - *co-sponsor of Delaware County Leadership Institute that works with local businesses and industries to inspire and prepare their future leaders;*
 - *co-sponsor of Art and the Soul of the Catskills festival, which highlights the area's vast arts community and makes it more attractive to the college and businesses seeking to attract new employees;*
 - *the Mayor's Task Force on College and Community Relations meets quarterly, and strives to promote town/gown relations and foster collaborative activities and projects; the establishment of a new pilot program for Fall 2011 with community assistants working with off campus students;*
 - *Student Activities sponsors many free or low cost community related cultural, educational entertainment activities;*
 - *worked with Delaware County public and private non-profits organizations to develop a coordinated transportation system;*
 - *investigating partnership with ARC to provide educational services to pre-school children with developmental disabilities and delays;*
 - *assisting with local and state economic development efforts by forging stronger ties with private and non-profit sectors;*
 - *College president named to Governor's Regional Economic Development Council.*

- providing responsive, customized training that meets the needs of local employers;
 - *delivered industry training: 64 training events with 1,020 student registrations for a total of 46,263 contact hours. The bulk of this is for the NYS/CSEA Partnership;*
 - *sustain clinical partnerships with local hospitals and health care providers;*
 - *Provided welding training at Unison – high end manufacturing.*

- encouraging the development and expansion of service learning opportunities;
 - *ARC programming; Heart of the Catskills Humane Society sustain partnerships with the college;*
 - *work of Construction students on a wide range of campus projects—including bus stops, Smith hall exterior, gazebos;*
 - *CJ active shooter demo in conjunction with local police agencies;*
 - *O'Connor Center provides incentives for the development of service learning courses through its Service Learning Fellow program for faculty members; a total of 1,415 hours were documented in 2010-11 through the OCCE for formal*

service learning projects under the supervision of faculty members.

- seeking effective ways to engage and inform alumni in order to better fulfill SUNY Delhi's mission.
 - *second year of web engagement plan for alumni; introduced monthly newsletter; continuous improvement of alumni print publications; development of a plan for the 100th anniversary;*
 - *growth in number of donors; Total alumni gifts increased by nearly 11%; average alumni gift increased; faculty/staff giving reached goal of more than 50% participation - first time ever.*
 - *built connections between Delhi and its partner campuses, connecting TC3 to Delhi's networks and Banner system and establishing a connection between Delhi's Banner system and SCCC to evaluate course transfer equivalencies, allowing students to easily move to Delhi after completing an associate's degree at SCCC (transfer articulation);*
 - *provided support for the formation of a SUNY Delhi retiree organization to strengthen the connection between the College and its retirees and provide greater opportunities for retiree engagement.*

Promoting Environmental Stewardship by:

- enhancing the physical beauty of the campus and neighboring properties;
 - *implementing campus capital master plan. Among the first SUNY colleges to do so; add summary of building and grounds project 2010-11 and 2011-12; upgrades to Agora area; addition of two sculptures in fall '11;*
 - *carried out numerous campus beautification projects.*
- promoting the Catskill Watershed as a resource that can help spur sustainable economic growth;
 - *continuous efforts to implement subsurface project which will eliminate water withdrawals for irrigation purposes from a tributary of New York City's water supply and pave the way for economic growth and development compatible with the watershed regulations;*
 - *golf course is one of only three Audubon Sanctuary-certified courses in United States.*
- improving the college's role in preserving and protecting the Catskill ecosystem;
- expanding campus and community energy conservation efforts;
 - *energy management position; recent history of significant energy savings; photovoltaic project;*
 - *Implemented various energy conservation strategies;*
 - *Farrell LEED "silverfiable";*
 - *Sanford renovation expected to be certified "LEED silver"*

- *Adopted programming theme on sustainability for 2011-12 with many common hour activities planned;*
- *Food for Thought campus wide team focused on local foods and healthy choices over 2010-11, Farm to Table VISTA grant met most objectives for 2010-11, expansion of local food purchases through a new position at CADI, Earth Week activities, 2011.*
- reducing the campus carbon footprint by applying alternative energy options wherever practical;
 - *appointed an energy manager to drive energy savings and environmental stewardship strategies and projects;*
 - *sustaining an ambitious program of waste reduction and recycling that serves as a model in higher education;*
 - *paper saving project, recycling;*
 - *initiated new student operated co-mingles recycling program with proceeds used to benefit student clubs and organizations;*
 - *first in SUNY Completion of the facilities master plan and infrastructure study provide a blueprint for future improvements to the campus' outdoor environment;*
 - *facilities staff are leaders in identifying ways to save energy and reduce the campus carbon footprint. The "Energy Brain Trust" devises and recommends projects and practices to reduce energy consumption. An Energy Manager has been appointed without additional cost by reorganizing heating plant staff;*
 - *an ambitious and growing waste reduction program involves faculty, staff and students in recycling paper, co-mingles (cans and bottles), batteries, cardboard, computers and electronic waste, light bulbs, construction material, metal, and motor oil. Remaining "garbage" goes to the Delaware County Solid Waste Facility, where it is separated again for recyclables and the garbage is composted;*
 - *HR is leading the way in moving to paperless processes. Innovations include moving the student employment application process online, converting HR and payroll forms to online fillable PDFs and converting faculty and staff attendance reporting from a paper to an electronic process.*
- identifying academic programs that can be strengthened by drawing on Delhi's unique location;

Accomplishing Service Excellence and Operational Efficiencies by:

- improving the quality, convenience, and delivery of academic, administrative and support services through a focus on student needs and the use of technology;
 - *Student Senate Food Committee completed comprehensive review of dining/food service;*
 - *relocated computer lab to Resnick Library and Learning Center to make better use of staff and space. Created learning commons with ready access to library and learning center staff;*

- *expanded virtual server infrastructure to support more servers running on a single piece of hardware;*
 - *continued migration to Cisco VoIP phones which use less power than analog phones. They also go into sleep mode off hours to conserve further energy;*
 - *implemented Banner Xtender software (imaging tools) to reduce amount of paper application materials on campus;*
 - *combined financial aid and student accounts into student financial services.*
- ensuring Delhi's stature as a student-centered college in which all individuals are respected, valued and encouraged to excel;
 - *Chronicle's Best Colleges to Work For;*
 - *Residence Life Quality of Life Survey shows continue increases in the share of student's rate the physical quality of their room good or excellent.*
- implementing the digital delivery of service in admissions, financial aid, recruitment, advising, career services and registration;
 - *web operations position created;*
 - *streamlined online catalog to improve usability.*
- enhancing campus facilities, resources and technology to better meet the needs of students, faculty and staff;
 - *implemented the aggressive 5 year residence hall capital plan which for 2011 included the completion of the final phase of the Russell Hall bathroom renovations, repairs and repainting to the exterior of Russell Hall;*
 - *replacement of half of the student room doors in Russell Hall, fully renovated laundry rooms in Murphy and O'Connor Halls, which will double the number of machines;*
 - *athletic facility upgrades for 2011 included major Kunsela Hall renovation, tennis court improvements, a refinished gym floor and field maintenance. Safety and security upgrades included the completion of the Clark Field House video surveillance project and planned upgrades to fire alarm communications systems for the entire campus;*
 - *progressing toward the availability of all HR forms electronically;*
 - *completely online employee application process;*
 - *Farrell and Smith renovations, culinary reading room and Dennis Callas Center, Russell bathrooms and laundry room, PGM Swing Analysis Lab, additional stations for electrical students, new greenhouse, re-purposing of spaces used for Farrell surge for classroom use, relocation of computers to library, etc.;*
 - *sidewalk, walkway and roadway improvements;*
 - *completed a comprehensive IT security review. In response, we are building a comprehensive security policy and cleaning up security holes that were uncovered;*
 - *implemented Numara Asset Management Platform to inventory, track, and support all SUNY Delhi technology assets (phase two is Numara Footprints service center software);*

- *transitioned 911 service from on campus dispatch to county dispatch;*
- *implemented new reporting tool called BIRT to give end users more control of the data and increase efficiency in the development process;*
- *facilities continues to maintain the College's physical assets, identify and seek funding for critical maintenance and improvements to the campus' physical plant. In 2010-11 a newly renovated Farrell Student and Community Center opened and construction of a new Day Care Facility started;*
- *continue to renovate our residence halls to modernize and make them more appealing to our students and upgrade and enhance academic space through maintenance and capital;*
- *currently working on the renovation of Sanford Hall, the first major renovation of an academic building; improved the look, feel and functionality of Smith Hall in summer 2010, a two year project that was completed in one summer;*
- *establishment of the new campus Common Hour will provide opportunities for campus wide programming and increased efficiencies;*
- *transition to a paperless and sophisticated Maxient web based system in January 2011 for student discipline and judicial affairs;*
- *enhancement of the web based housing management system in 2010-11 allows students and resident assistants to complete maintenance requests and room condition reports online;*
- *laundry view, an internet application that allows students to monitor the status of their washers and dryers, was expanded from Russell to Catskill, DuBois, and Gerry Halls;*
- *UPD automated crime reporting systems transferred 911 calls to the Delaware County Dispatch Center and developed on line system for student vehicle registration, web based Judicial Educator tool for educational sanctions, Facebook applications and connections for students through residence life and student activities;*
- *Residence Life Quality of Life Survey was administered in May 2011 with 404 participants. 78% of students rated the physical quality of their rooms excellent or good which was up 16% over the last administration. 93% of students also reported that they felt safe living in the residence halls, an 11% increase. Further analyses will drive future planning and continuous improvement efforts.*