

SUNY Canton Performance Improvement Plan

Introduction

SUNY Canton is a College of Technology located in Canton, NY, a rural community located in the largest and least populated county in New York State.

With 223 faculty (124 full-time + 99 part-time) and 263 full-time staff, SUNY Canton serves 3,291 students (2,793 full time + 498 part-time) in 52 programs at the certificate (7), associate's (22) and bachelor's (23) level. Ten bachelor's degree programs are offered entirely online, serving 693 students.

Our students come from our local community/across the state/across the world. Student demographic diversity is high with 28% of the students being persons of color.

SUNY Canton expanded its degree offerings to include bachelor's degrees in 1997. In 2007, the MOU between SUNY Canton and SUNY System Administration agreed to consider the addition of master's degrees. With this expansion of mission is an increased focus on faculty development, terminal degrees, and scholarly productivity. The campus garnered \$1.4m in external funding in 2014-2015.

Philanthropic support comes from 2.7% of alumni and a totaled \$1.1m in 2014-2015.

Mission / Standing

Our Mission--SUNY Canton is dedicated to providing a progression of accessible, affordable, high-quality applied programs that enable students in the North Country, New York State, and beyond to achieve their highest potential both personally and professionally.

Vision Statement--Educating the leaders of tomorrow for careers in the global technological economy.

We Value...

- A Student-Centered Philosophy... by keeping students' best interests at the center of everything that we do.
- Excellence... by challenging everyone to perform at a consistently high level through continuous quality improvement.
- Integrity... by treating others with honesty and respect during every interaction.
- Success... by creating an environment that encourages maximum personal and professional growth and helps students translate that growth into meaningful action.
- Diversity... by fostering a culture of inclusiveness that values individual differences, gives voice to all in the campus community, promotes the free exchange of ideas based on merit, and encourages a global perspective.
- Access... by offering affordable career- oriented public higher education to motivated, mature and disciplined students through innovative delivery methods.

- Sustainability... by implementing viable long-term options for resource usage, disaster management, transportation, and waste management in connection with all campus activities and weaving sustainability concepts throughout the curriculum.
- Flexibility... by embracing change to better address the needs of the college community and society at large.

Goals and Objectives

As the College moves toward 2020, there are seven key goals critical to educating students and assuring that the institution thrives.

1. Promote Academic Excellence
2. Improve Operational Effectiveness
3. Optimize Enrollment
4. Drive Decisions with Relevant Information
5. Focus on Sustainability
6. Create a Robust, Active and Enriching Campus Life
7. Build Greater Awareness of SUNY Canton

Institutional Student Learning Outcomes

1. Communication Skills--Demonstrates the ability to effectively present, organize, and articulate thoughts, ideas, viewpoints, and conclusions both orally and/or in writing.
2. Critical Thinking--Demonstrates the ability to interpret, apply, analyze, identify, distinguish and evaluate the assumptions, methodology and/or evidence of concepts, constructs and theory to provide a valid response, conclusion or recommendation.
3. Professional Competence--Demonstrates knowledge and the ability to apply professional, Industry and ethical standards through the development of skills and knowledge consistent in professional practice within the respective discipline.
4. Inter/Intrapersonal Skills--Demonstrates an ability to address professional and ethical responsibilities including a respect for diversity; recognize the impact of societal issues within a global context; function effectively as a member or leader of a team; and perform self-reflection of personal growth and achievement.

SUNY Canton has a strong history of providing applied, career focused programs. The college has a continued history of attracting students from across the state, which results in a richly diverse student body. SUNY Canton has developed an array of bachelor's degree programs, online programs, and strong level of summer and winter term offerings. These growth areas, paired with responsible allocation of resources, have resulted in a strong financial picture. With those resources, SUNY Canton is prepared to support the diversity of student needs and an evolving academic portfolio well into the future.

To remain competitive with its peer institutions, SUNY Canton must continue to innovate programmatically, provide support for student success, encourage faculty professional development and scholarship and develop philanthropic engagement.

Program Mix / Centers / Distinct Programs or Activities

SUNY Canton's academic programs are applied in nature. Where programs or courses are similar in name to those of other institutions, our implementation of them takes an applied focus. For example, within our Canino School of Engineering Technology, the focus is on applied learning experiences and applied careers after graduation. Similarly, in our School of Science, Health and Criminal Justice, there is a focus on applied learning and careers. Although self-evident in Nursing, our applied focus is also evident in Criminal Justice where laboratory and field investigations are part of the student course work. Even in the School of Business and Liberal Arts there is a focus on learning activities with an applied focus.

Another unique feature of SUNY Canton is the "laddered curriculum." Students may enter at a variety of levels (certificate, associate's, bachelor's). Completion of the credential at that level may serve a student's needs and goals. Alternatively, students may continue on to the next level and earn an additional credential. This sequence can begin with Canton course work offered within the student's high school, or as a non-degree, possibly online, student. With a planned expansion to the master's degree level, this ladder will serve even higher student goals.

SUNY Canton is a member of Open SUNY+ with online bachelor's degree programs in Management, Emergency and Disaster Management, Dental Hygiene, Health Care Management, Nursing, Veterinary Services Management, Criminal Justice: Law Enforcement Leadership, Homeland Security and Legal Studies.

Completion

As SUNY Canton continues to transform from a two year college to a two and four year college, our student support and outcomes continue to transform. Amongst all first-time, full-time students, our first-to-second year retention rate is 67%. Amongst only students seeking the bachelor's degrees, it is 76%. The graduation rate in 150% time for certificates is 25%, for associate's degrees is 30%, and for bachelor's degrees is 34%. The average time to degree for associate's degrees is 3.12 years and for bachelor's degrees is 5.27 years. Graduation rates are a focus for investment at SUNY Canton.

Post-Graduation Success

SUNY Canton recognizes that SUNY System is negotiating an MOU with the New York State Labor Department so that we will be able to better track the job attainment of our graduates.

This will supplement existing surveys, information yielded from our career placement office, information from internships which turn into full-time employment and the work of our alumni office.

Existing data indicate that SUNY Canton graduates have meaningful success post-graduation. For the class of 2014, the college boasts a placement rate of 98%, with 72% of respondents employed (52% in their field) and 36% continuing their education.

Alumni/Philanthropy

Alumni participation in annual giving rests at 2.7%. Philanthropic contributions summed to \$1.1m in 2014-2015. It is important to recognize that most of these alumni graduated with an associates degree from this college. This level of alumni giving approaches the average among SUNY Colleges of Technology, which rests at \$1.5m from 3% of alumni.

Strategic Plan / Excels Goals

SUNY Canton is updating its ten year, 2011-2020 Strategic plan, aligning it with the SUNY Excels Performance Improvement Plan metrics. Major goals/commitments include:

- Maintaining strengths in applied learning;
- Increasing enrollments;
- Expanding program offerings;
- Adding master's degrees;
- Strengthening retention and graduation rates.

SUNY Canton's focus on learning, enrollments, programs, retention and graduation rates are in accord with the SUNY System completion agenda and the overall goal of 150,000 completions system-wide in 2020.

We are setting goals in each SUNY Excels focus area as shown in Section 2 of this report. We have set improvement goals across all areas of the Performance Improvement Plan (i.e., Access, Completion, Success, Inquiry & Engagement), with more than the minimum of 17 metrics. However, many of these are measures of process toward summative goals. Ultimately, our metrics of interest are number of enrollments, retention & graduation rates, number of completions, students/courses with applied learning, dollars in sponsored activity and philanthropic funds raised.

Environmental factors

There are a number of contextual factors that influence the manner and degree to which these goals may be met.

Geographic and demographic factors related to SUNY Canton's location place limitations on residential enrollment targets. Online program growth will play a role in the solution.

Students entering certificate, associate and subsequently bachelor degree programs arrive on campus with a variety of levels of preparedness which results in lower retention and graduation rates. Significant resource allocation to student support, among which is our #1 Student Opinion Survey rated Tutoring Services, will play a role in moving these numbers.

Applied learning tends to occur in specialized settings (i.e., technical laboratories on campus, internships off campus) which are often size-limited. Investing resources in the equipment and low faculty:student ratio for these classes remains a priority, but other limiting factors (e.g., availability of clinical placements in Nursing) sometimes apply.

Transitioning from a two-year to a four-year institution is an ongoing process. Current faculty continue to be encouraged to seek the terminal degree. Increased expectations for scholarship have also been established. Whereas new hires begin with these expectations, existing faculty are making this change over time. This factor plays a role in the expansion of externally sponsored activity.

The majority of alumni received an associates degree from SUNY Canton. This level of educational attainment will also play a role in goals for philanthropic support.

Investment Fund

SUNY Canton has submitted eight white papers, many in collaboration with other SUNY Campuses, for review in the Expanded Investment and Performance Fund. All eight were approved for submission of full proposals. Those proposals were submitted by the deadline and are currently under review. They are:

1. SUNY Colleges of Technology Proposal: Creating Access and Completions by Expanding Enrollments—Marketing, Communication & Prospect Management to Increase Inquiries, Applications & Enrollments (with Alfred, Canton, Cobleskill, Delhi, Farmingdale, Maritime, Morrisville)
2. SUNY CANTON JUMP START PROGRAM PROPOSAL
3. SUNY CANTON PROPOSAL: Enhancing and Improving EOP Student Success through Inclusion
4. Recruitment, Retention, and Completion Through An Enhanced Game Design Laboratory
5. Enhancing Recruitment, Retention and Graduation with Full Measure (with Canton & Empire State College)
6. Partnering to Enhance Recruitment, Retention, and Graduation through the Creation of a College Completion Center (with Canton & Jefferson CC)
7. Transitioning Veterans from Boots to Books and Beyond (with Canton & Jefferson CC)
8. CREATE Center (with Canton & Potsdam)

Section 2: Specific SUNY Excels Priority Areas and Metrics

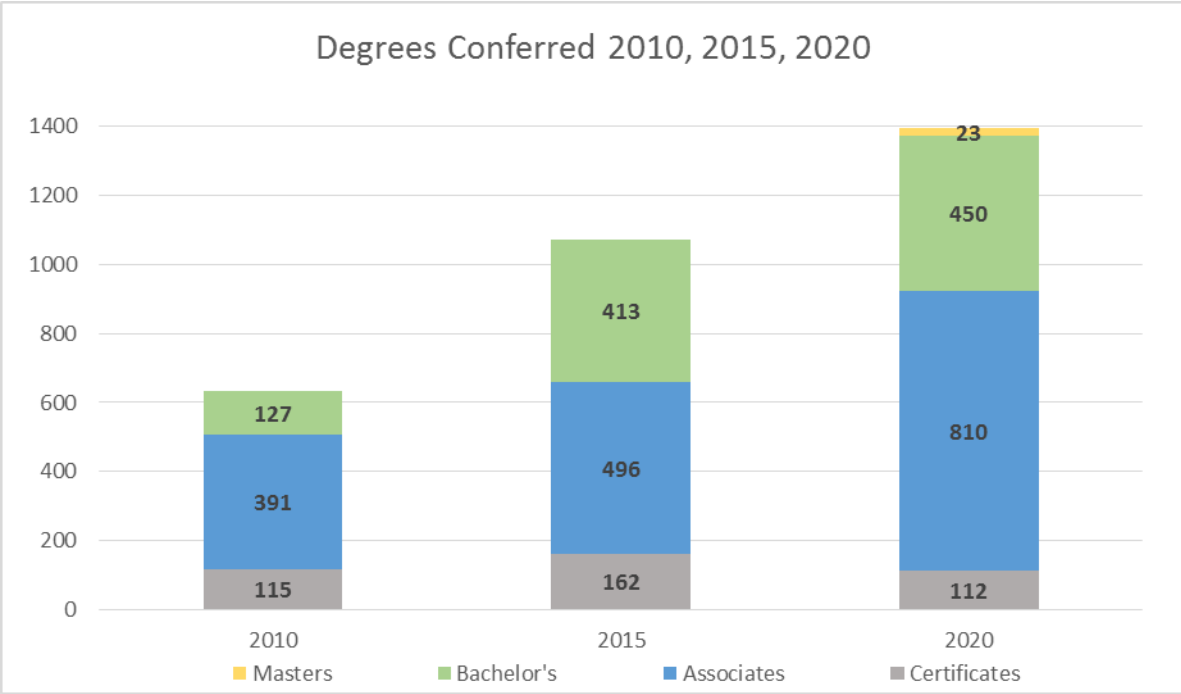
2.1 Access

1. Full Enrollment Picture

SUNY Canton projects an approximate 16% increase in enrollments by 2020. This number was arrived at based on a number of approaches. A year long study by our Enrollment Management Work Group, and independent estimations by our President, Provost, Director of Institutional Research and Campus Governance Leader generally converged on similar projections. Where they differed, consideration was given to the varying enrollment patterns predicted for various programs (discontinued, below capacity with expected targeted marketing and enrollment growth, no growth due to capacity, etc.). In addition,

program proposals at various stages of development and approval were considered with anticipated enrollments were considered. Note that these projections depend upon timely approval of program revisions and proposals.

Although 16% enrollment growth is only a portion of the 60% growth in planned system-wide completions, other strategies, including use of technology (such as Full Measure) to increase retention & graduation rates, laddered curricula and reverse transfer, will also contribute to the goal of 150,000 completions.



Note that the indicated decline in certificate enrollments actually represents those students being more accurately enrolled in the associates degree program to which they aspire from the outset. Enrollment growth is mostly expected in bachelor’s degree programs through filling unused capacity, modest annual growth where possible, and new program development. Similarly, SUNY Canton expects to propose a master plan amendment and to propose and launch one or two masters degree programs by 2020. These will be in the early stages of enrollment and therefore may only have 1-2 initial cohorts enrolled.

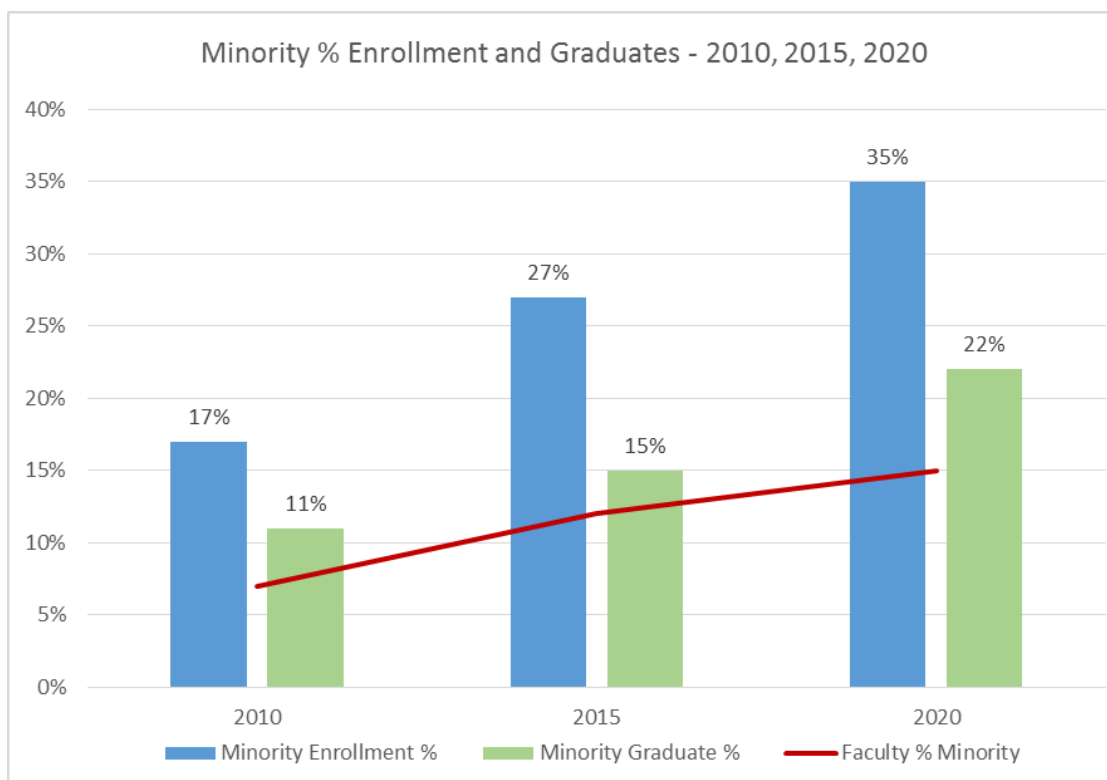
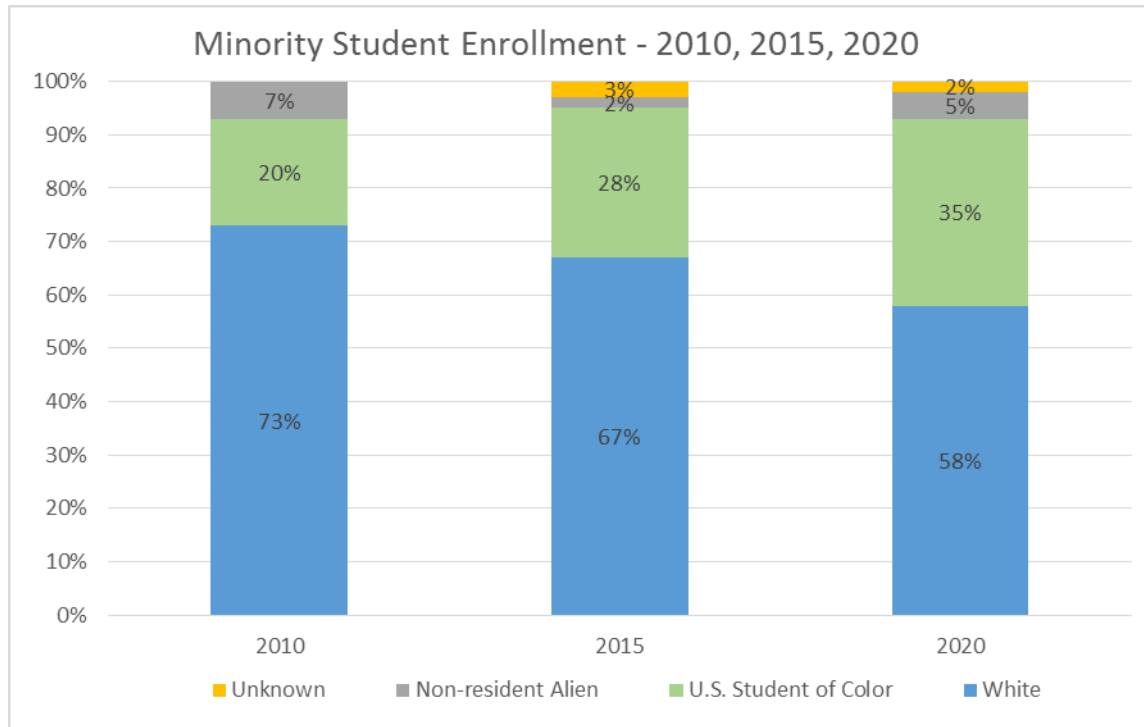
2.NYS Residents Served by SUNY

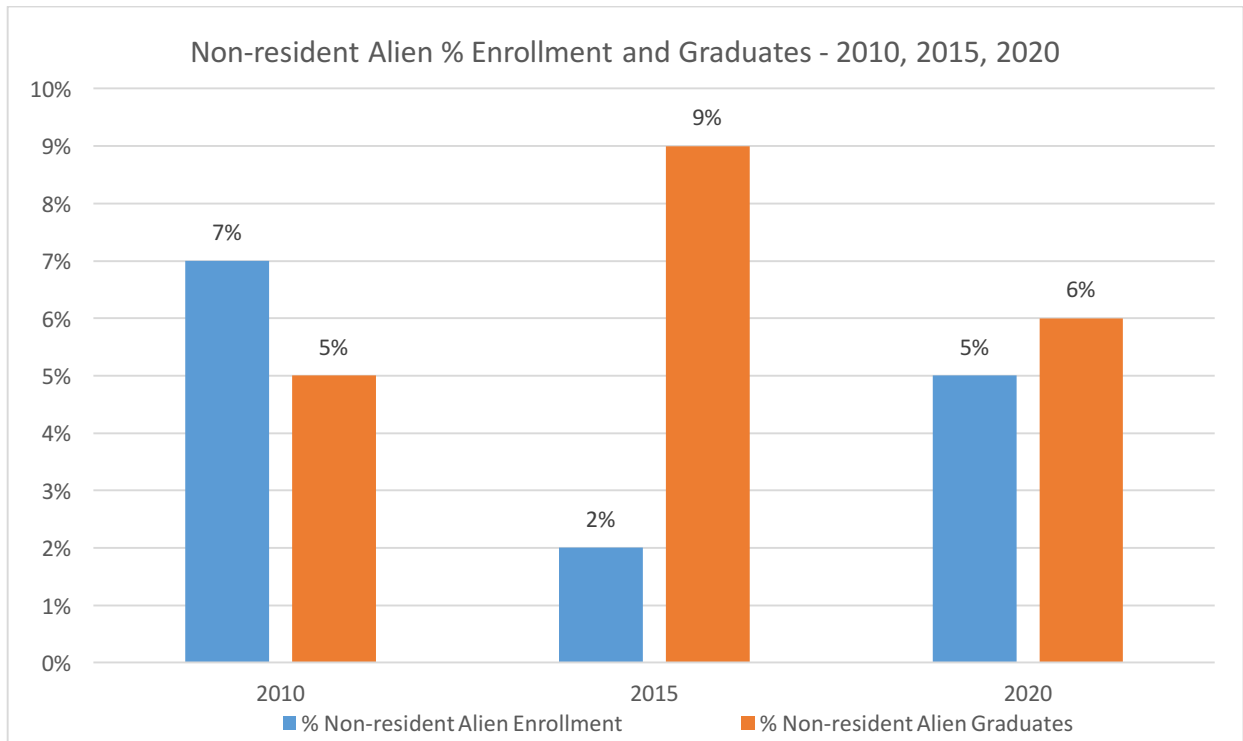
SUNY Canton currently enrolls 3130 NYS residents. Through enrollment growth as described above, this number is projected to grow to 3496. This is an increase of 366 students (12%). Through retention & graduation initiatives, laddered curricula and reverse transfer, the overall number of completions among NYS residents is expected to rise even higher.

3.Diversity

SUNY Canton has a strong profile of demographic diversity among its students and faculty. As noted in the first graphic, our student profile continues to shift from 17% minority five years ago, to 27% in 2014-2015, and to a goal of 35% minority students in 2020. This pattern and projection is a result of an

ongoing focus of recruiting state-wide, including the demographically diverse New York City region. Similarly, the college plans to support these students to graduation, moving from a historic 11%, current 15% and projected 22% of graduates to be minority students. Part of our strategy for supporting these students is to grow the percentage of minority faculty similar to the changes in the student body, currently hovering at 17-18% minority faculty.





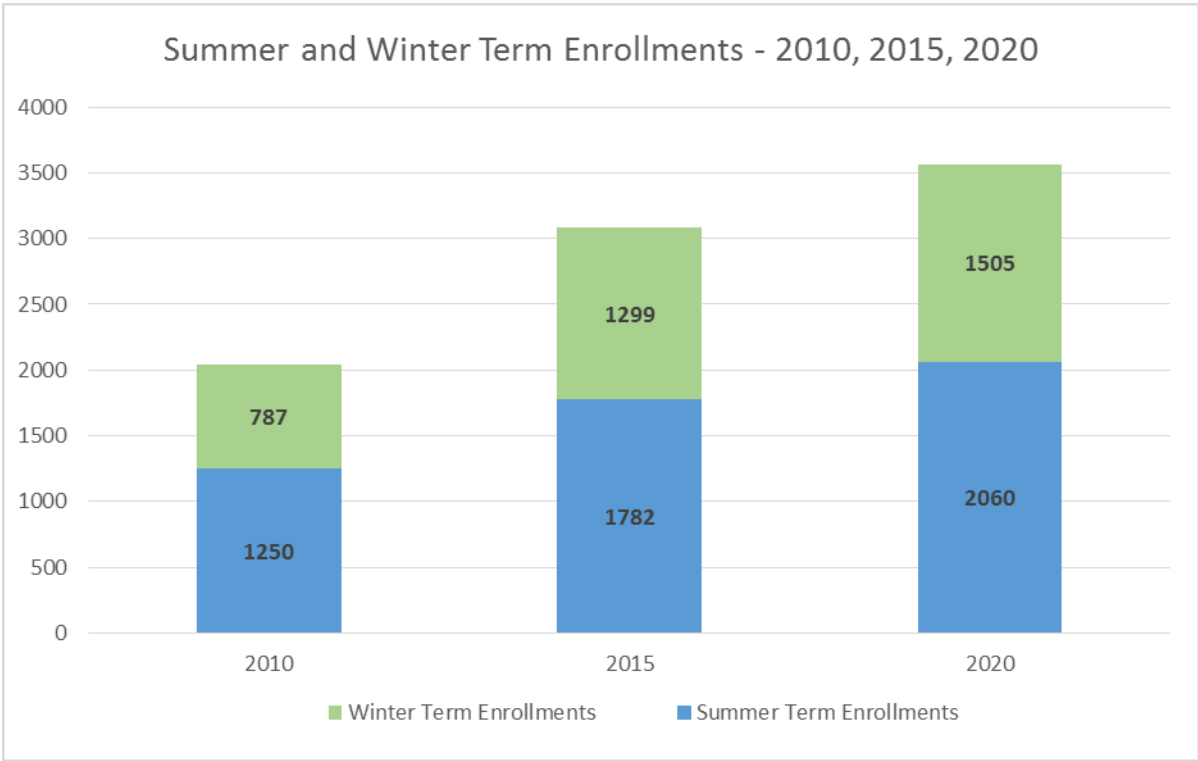
In addition, SUNY Canton has funded initiatives to grow the number of international students engaged in our programs, either residentially or online. The historic high represents a unique cohort, but our current 2% rate is planned to increase to 5% in 2020. Strategies include recruitment initiatives creating partnerships in Asia and another in other parts of the world (e.g., South America and Africa).

4.Capacity

SUNY Canton includes as one of our internal metrics the % of seats enrolled in our classes (76% currently). Although this number is a campus-wide summary, an examination by program provides the campus administration with indicators of student demand and capacity of existing programmatic offerings. Resource allocation based on these indices includes programmatic recruitment and admissions into programs with existing capacity and expanding the capacity, where appropriate, of programs in demand.

In addition, SUNY Canton has ten bachelor’s degrees offered through Open SUNY+. This represents our effort to meet the need of students beyond the reach of our campus, including the millions of New York State residents with high school diplomas but no college degree. Continued expansion of our online degree offerings will grow overall enrollments, online enrollments and thereby degree completions in line with the system goal of 150,000 completions in 2020. SUNY Canton’s online enrollment has grown from 541 five years ago, to 638 currently, and is planned to reach 900 by 2020.

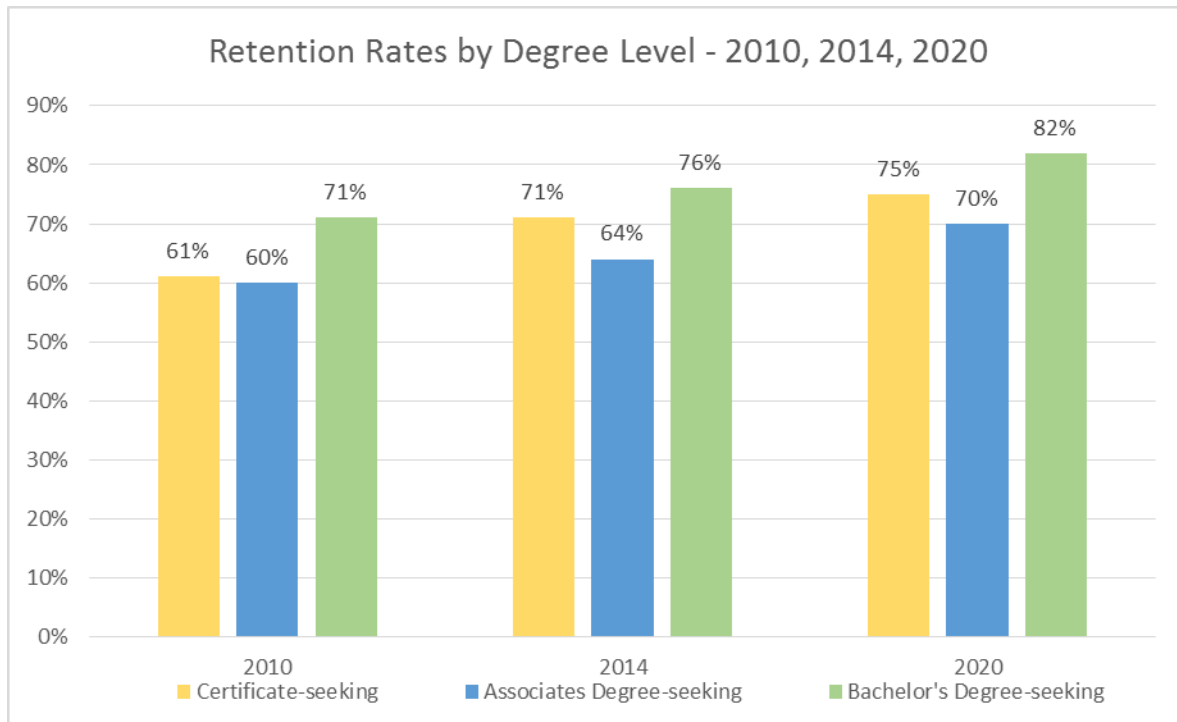
The capacity of SUNY Canton to serve students, our own degree students and those of other institutions, is expanded by significant use of winter and summer terms. The courses during these terms are mostly offered online.



2.2 Completion
5. Completions

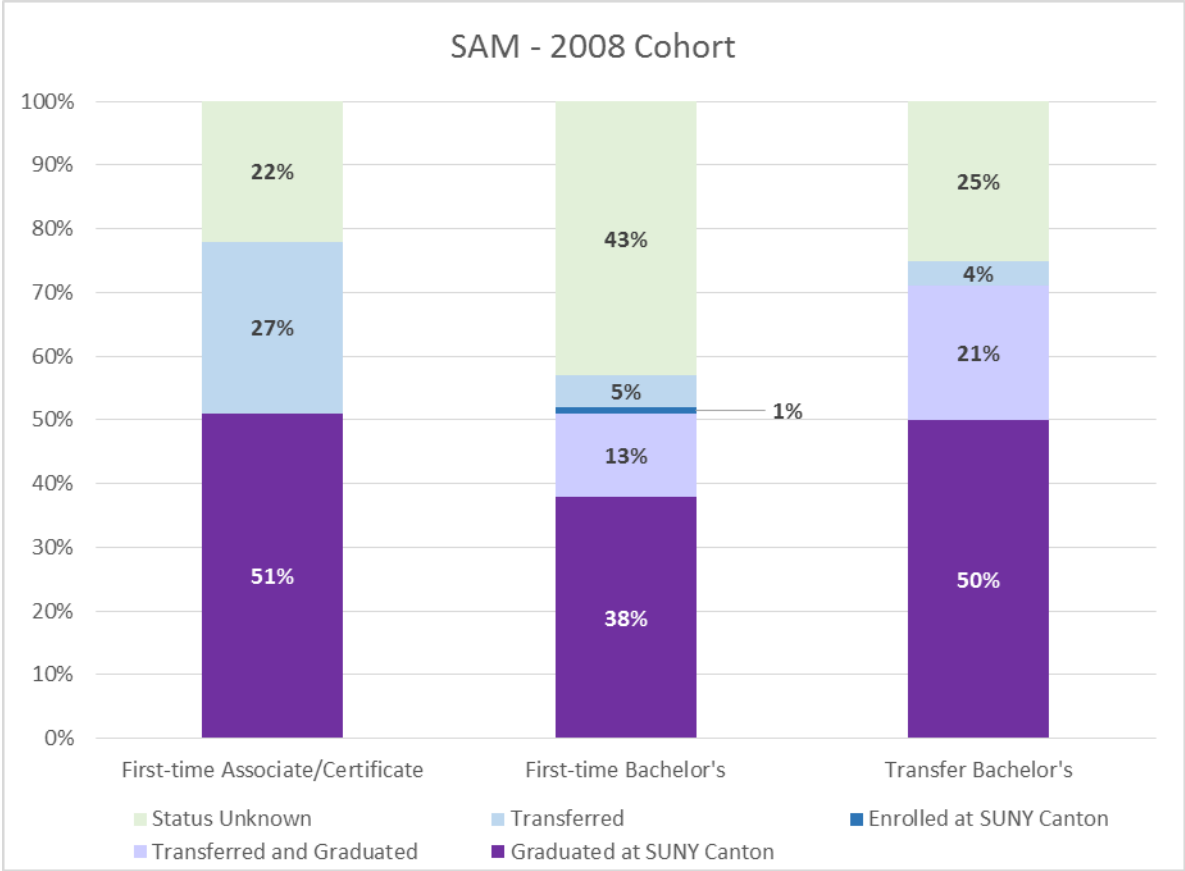
SUNY Canton has increased the number of completions over the last five years by 43% (+290 completions). We plan to continue this trajectory to increase another 45% by 2020 (+429 completions). Overall, this is projected to be the result of overall enrollment growth (filling unused capacity, expanding programs in demand where appropriate, launching new programs), supporting higher retention rates and yielding higher graduation rates.

Planned enrollment growth has been described above. Increased retention is represented in the graphic below. We project a FTFT retention rate to move from a historic 54%, current 66% to a projected 73% in 2020. We project similar improvements among various subgroups on our campus.



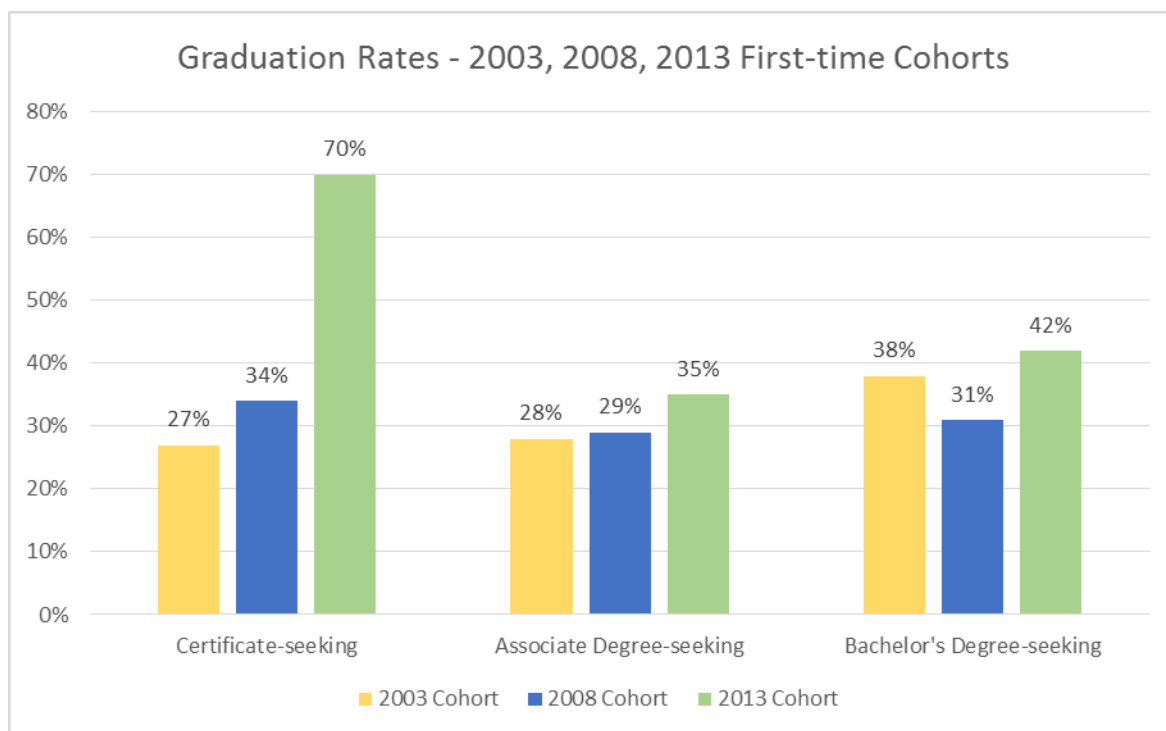
6. Student Achievement / Success (SAM)

SUNY Canton is an Inaugural Member of the Student Achievement Measure. The graphic representation of the status of our 2008 cohort illustrates areas of strength and areas of opportunity. For example, among associates degrees students, 51% graduated from SUNY Canton and 27% transferred. Only 22% would be in the category of not enrolled/not graduated, for a success rate of 78%. This is a strength for associates degree students. For full-time bachelors degree transfer students the four year success rate rests at 78%, which is strong. For FTFT bachelors degree students, the “success rate” within six years rests at 57%. This represents an area of opportunity to strengthen retention and graduation rates toward the goal of 73%.



7. Graduation Rates

Graduation Rates are a central focus of improvement for SUNY Canton over the next five years. While our 150% graduation rates are similar to sector graduation rates, there is a disparity between our bachelors degree completion and national 4-year public graduation rates. The bachelors degree rates are more similar to associates degree rates. This may reflect the similarities in the types of students we serve and/or the types of programs that we offer. Nevertheless, associates and bachelors graduation rates of 29% and 31%, respectively, are well below our aspirations. Over time, we expect to graduate most of our students, with a 2020 goal of raising these rates to 35% and 42%, respectively.



Strategies to drive these completions include

- Implementation of Degree Works
- Increased laddering of certificates/associates degrees/bachelors degrees
- Implementation of Full Measure through a SUNY EIP Grant
- Expanded EOP through a SUNY EIP Grant
- Implementation of a summer preparation/remediation program (JumpStart) through a SUNY EIP Grant
- Creation of a College Completion center with Jefferson CC through a SUNY EIP Grant
- Creation of supports for Veterans with Jefferson CC through a SUNY EIP Grant
- Continuing implementation of our early warning Engaged/Not Engaged system with expanded interventions. The campus Retention Committee has been charged to make these recommendations by December 2015.
- Most importantly, expanding existing investment in campus supports such as our #1- rated Tutoring Services
- Full compliance with SUNY Seamless Transfer

8. Time to Degree

SUNY Canton has a long-standing tradition of advising students toward an on-time graduation. Every program is advised using an advisement sheet based on a prototypical schedule, semester by semester, across two or four years.

Data suggest that average graduation for associates students is 3.12 years (70.9 credits) and for bachelors students it is 5.27 years (132.3 credits). These have been stable over time and are close to sector averages. Note that this represents less than one semester of full-time credits above minima, which may include remedial course work. Given the nature of our students and programs, our goals in

this area are modest, aiming the average time to degree for associates and bachelors degrees to be 3.0 years and 5.0 years, respectively.

2.3 Success

9.SUNY Advantage

Being a College of Technology, SUNY Canton fully realizes the applied learning tradition in our laboratories, field work, clinical sites, and internships. In fact, 100% of our bachelors degree programs have an internship or capstone project available to students.

- For Fall 2015, 10.4% of course enrollments were in labs. 1088 students are enrolled in at least one lab course (34%.)
- All of our bachelor's degree programs have an internship/preceptorship or a senior project/capstone (or both.)
- 84% (16 out of 19) of our associate's degree programs have a lab component, and 1 of the 3 without lab has an internship.
- All of our certificate programs (6) have a lab component.

In sum, 96% of our degree programs have a lab, internship/preceptorship, and/or a capstone component.

10.Financial Literacy

SUNY Canton's student loan default rates are slightly higher than the average in our sector but is similar to that of community colleges. We attribute at least part of that figure to the high poverty rate in our home area. We have set the goal to reduce the default rate from 17% to 13% in 2020, which is consistent with our sector.

Although we use SMART Track, we expect the most effective strategy to reduce our default rate is to increase our graduation rate, since a strong predictor of default is failure to complete the degree.

2.4 Inquiry

11. Total Sponsored Activity

SUNY Canton is in the midst of a major shift in mission which has wide ranging implications, including increased grantsmanship and sponsored activity. Following from the transition from an associates degree to an associates and bachelors degree granting institution, faculty expectations have moved to the terminal degree and also to include scholarly and grant productivity. Our projected increase of 36% would move us from \$1.4m to \$1.9m.

12.Student hands-on research, entrepreneurship, etc.

Please see our response to question number 9 above.

13.Scholarship, Discovery and Innovation

SUNY Canton's activities by faculty in the area of scholarship, discovery and innovation are part of the contemporary, evolving context described in 11. Total Sponsored Activity. As part of this evolution, the

campus has developed a set of “Rank Matrices” that define expectations in scholarly activity across various faculty ranks and disciplines. It should be noted that the definitions in the matrices are new and need further refinement. It should also be noted that the definitions, to a large extent, define expectations that are above historical and current activity levels. For new faculty members, these expectations are in place, despite needing further clarification and refinement. For existing faculty members, the expectations will also need administrative leadership and campus support in the form of professional development and other resources to encourage this change. These activities are currently reported and evaluated annually on the Faculty Information Form.

2.5 Engagement

14. START-UP New York and beyond (businesses started / jobs created)

SUNY Canton was the first campus in the North Country to have a Start-Up NY begin operations at the College. Adirondack Operations, LLC works to build IT solutions for the management of constructions projects and hazardous materials, and is exploring additional applications for the tools it has created. It is a certified Woman-Owned Business in New York State. In the ten months since its approval as a Start-Up NY company, Adirondack Operations has hired two SUNY Canton student interns and a part-time student employee. The employee will become full time upon his graduation in December. The owners have also worked extensively with our Business Management and Construction Management academic programs, helping work with curricula to retain their relevance to current employer needs. In addition, SUNY Canton’s president sits on the regional economic development council.

15. Alumni / Philanthropic Support

SUNY Canton welcomed a new president in 2014 and is anticipating the arrival of a new Vice President for Advancement in November 2015. With these new arrivals, new initiatives and successes in philanthropic support are anticipated.

Recent history reflects a drop in alumni giving rate from 4.7% to 2.7% and alumni giving totals ranging from \$0.7m to \$1.4m, with \$1.1m most recently. Projections for 2020 are a 4.0% participation rate and total giving of \$1.5m. These projections may vary should the campus embark on a campaign.

17. Economic Impact

SUNY Canton conducts periodical Economic Impact reports, based on the U.S. Department of Commerce's Bureau of Economic Analysis' Regional Input-Output Modeling System (RIMS II). It measures the College’s direct and indirect economic impact in the region, defined as the North Country (St. Lawrence, Jefferson, Lewis, Franklin, Clinton, Essex, Hamilton, and Herkimer counties). The College plans to update its Economic Impact report in early 2016. Three years ago, total College impact in the region (direct and indirect) totaled more than \$175 million.

The Small Business Development Center (SBDC) at SUNY Canton, one of three such centers in the North Country, had 355 active cases during the reporting period 2014-15, with a total investment impact of \$7,269,609. It is estimated that 45 jobs were created and 25 were maintained as a direct result of this impact. Overall, the SUNY Canton SBDC ranked 2nd among 24 SBDCs in the state considering all indicators.

Section 3: Conclusion and Expected Impact on your Campus

SUNY College of Technology at Canton serves the state as a branch of the SUNY system in a set of unique ways. We believe that most importantly we are a teaching campus that contributes to the state economy and the well being of the people of New York by providing high quality higher education, especially in applied and technical fields. Our Performance Improvement Plan focuses on enhancing the quantity and quality of these educational opportunities, experiences, and outcomes, especially as defined by Access, Completion, Success, Inquiry and Impact goals. Since the campus focus is on these educational outcomes, these plans and projected outcomes directly contribute to the SUNY system goal of 150,000 completions in 2020. SUNY Canton plans to make significant strides in specific areas related to the SUNY Excels Performance Improvement Plan.

Access: SUNY Canton plans to increase enrollments strategically across a variety of areas.

- Increase targeted programmatic recruitment to fill unused capacity in low enrolled programs.
- Expand capacity and increase enrollment with targeted recruitment to meet existing demand. Develop new programs to meet student and employer demand at the certificate, associates, bachelors and masters degree levels.

Completion: SUNY Canton plans to increase the number of credentials awarded.

- Allocate technological, capital and human resources to support retention initiatives.
- Expand retention efforts in the second, third and fourth years to increase graduation rates.
- Continue to increase demographic diversity among students and faculty with investments in recruitment and student activities to provide a campus climate that supports retention and graduation rates comparable to the rest of the campus.
- Expand the number of laddered curricula so that multiple credentials are gathered by students over time (e.g., associates within bachelors degrees)

Success: SUNY Canton plans to improve the experience of students.

- Continue applied learning saturation within and across curricula.
- Through increased graduation rates, decrease student loan default rates.

Inquiry: SUNY Canton plans to increase scholarly activity among faculty.

- Increase the percent of faculty (existing and new) holding the terminal degree.
- Increase the quantity and quality of scholarly productivity among faculty.
- Increase the dollar amount of externally sponsored activity.

Engagement: SUNY Canton plans to increase philanthropic involvement with the college.

- Increase the rate of alumni participation in giving.
- Increase the total dollars of philanthropic support to the campus.

The primary outcome of these initiatives will be more students enrolling and completing courses of study at SUNY Canton, entering the workforce, meeting the needs of employers and driving the economy of New York State.