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To: Division of Academic Affairs
From: Office of the Provost
Date: January, 2019
Re: SUNY College of Technology at Canton – Strategic Plan

SUNY Canton has been guided by the 2010 Strategic Plan, which set goals for 2020. Updates to the strategic plan relevant to the Division of Academic Affairs note the following:

- Most of the goals were sustained.
- The definitions of the goals were operationally defined by high-level metrics with baseline and target measurements.
- These metrics have been summarized on a dashboard for ongoing monitoring.
- Strategies to achieve the goals by driving change in the metrics were delineated.
- Campus Leadership forums are expected to serve as a mechanism for reviewing metrics as they become available.
- It is expected that appropriate units of the campus will develop their own strategic plans that follow from the campus goals and include locally meaningful metrics and strategies.
- It is expected that resource allocation decisions will be made based on these goals, metrics and ongoing data collection and review.
- It should be noted that whereas strategic goals and metrics remain fairly stable over the life of the strategic plan, strategies to achieve them may benefit from innovation, especially as informed by best practices in higher education and the academic literature.

College Goal	Metric	2015 Baseline	2016	2017	2018	2020 Target	Strategies: Existing & Proposed	Allocate	Notes
1) Promote Academic Excellence	Fall to Fall FTFT Retention Rate	63%	66%	70%	68%	73%	Exploring Textbook-free Gen Ed (eCore) options	Est. \$20,000	\$5,000/Textbook free Gen Ed (eCore) - stipend for shared rights
							Increase purchase of eTextbooks	eTextbooks: \$2025 (will likely increase as e-adoptions increase)	eTextbooks provide 24x7access for all students anywhere (online). Can be read on laptop, tablet, smart-phone. Accessibility (text can be enlarged, some have text-to-speech (read-aloud) component), Patron-Driven-Acquisition model is available for many e-books; meaning, only pay for it if someone actually uses it. <i>Note: LLC subscribes to 180,000 eBooks</i>
	FTFT Graduation Rate	30%	36%	36%	40%	37%	Expand use of OER resources	2017-18 – Received \$44,211 2018-19 – Received \$24,106 (will receive more spring '19)	State/SUNY grant. Note: access codes becoming cost prohibitive to students (encourage awareness/use of open source assessment databases via SUNY OER resources)
	FTFT Six-Year Completion Rate	36%	41%	41%	44%	50%	Enhance student space/infrastructure/resources to meet student needs	SUNY PIF Online Enhancement Grant (\$480,000); SUCF Capital Projects; informal learning space \$20,000 @; Flex classrooms \$50,000@; software ~\$30,000; Textbook program \$6,000/sem. (increased: OL student simulations)	Grant to elevate online enterprise; Chaney renovations, LLC renovations to upper level completed 2017, first level of LLC summer 2019, Canino women's locker-room renovations spring 2019; informal learning spaces e.g. SPMT/PTA/HEFI spring 2019 and Campus Center Atrium summer 2019; Flex classrooms; software (Panopto, Online Proctoring, Lockdown Browser); Provost Library Textbook Program
	Degrees Conferred	1071	869	909	923	1372	Proposals for summer programs, tutoring, scholarships, equipment	Revenue-generating camps; SUNY PIF Online Enhancement grant \$2,500 for tutoring	eSports summer camp; Star-NY online tutoring; Autoclave (Science Dept.)
							Applied learning, civic engagement, service learning, internships, leadership		Civic Engagement Committee; collecting data on internship to support advocacy for Internship Coordinator or more support for Career Services
							Strive towards learning communities for all - students, faculty, staff, alums	\$10,000; stipend/course release	Enhanced Honors LLC; rethinking Honors Program-formalized Committee, \$ support
							Engagement: F/S-Student, Student-Student	\$3,-000 (CA funds)	Academic Student Engagement Funds (ASEF): \$5 Fridays On-going allocation
							Early Warning & Intrusive Advisement (MTS, E/NE)	SUNY pays Starfish license costs 07/15/18-01-14-20	Transition to Starfish Early Alert Retention Software
							FYEP	\$3,000 outside the classroom activities (CA funds)	Enhanced: 7 majors specific & 4 programs (Honors, TRIO, EOP, G2S) On-going allocation
							Support for assessment of student learning/Assessment Coordinator	Stipends \$3,000 @; SLOs outcomes ~\$50,000	Academic Assessment Director, Non-Academic Assessment Director + Middle States prep; Assessment Symposium Outcomes (SLOs): On-going allocation
							Establish Teaching & Learning Center: Support Teaching, Advising/Mentoring/Peer Mentoring, Research/scholarship, Professional development	TC faculty conferences spring 2019 \$10,838.25; mini-grants \$25,000/yr	Build on Teaching Circles (TC as an anchor for Professional Development efforts); strategic Initiative mini-grants On-going allocation
							Advisory boards incl.student/Alumni	0	Online Learning Student Advisory Board
							Predictive analytics/dashboards	0	SUNY Business Intelligence (Academic Programs OBI dashboards)
							Enhance student recognition (Student Conference Presentations)	PIF Online Enhancement grant \$ 2,500	Scholarly Activities Travel Stipend for Online Students, 2019
							Completion Grants	5000/yr	Students needing <\$1000 to graduate (in need of a course, etc)
							Scholarly Activity Day	5000/yr	On-going allocation
2) Improve Operational Effectiveness	Total Grant Funding	\$1.7 mil	\$ 2.2	\$ 1.2	\$2.2	\$1.9 mil	Align budget priorities with strategic plan		
	Out-of-state Enrollment	151	181	153	151	304	Refine customer service: One-Hop Shop & across campus		
	Student Loan Default Rate (calculated 3 yrs. out, 2018 #s from 2015 cohort)	12.30%	11.9	9.7	11.7	13.00%	Streamline operations (e.g. enrollment processes)	Participating in SUNY U-wide SLATE contract \$35,000 license (reduced cost due to PIF); PIF Online Enhancement \$120,000 for 2 yrs. for Banner consultant	Purchased Customer Relationship Management (SLATE) software for outreach and application management; hired Banner consultant for Banner Workflows; created Communications Working Group (CWG) charged with developing a campus-wide plan that nudges students to the next step in the enrollment pipeline-reviews prospective and current student outreach across functional offices
	Alumni Employment/Placement						Collaboration between functional offices	0	Admissions, Financial Aid, EOP weekly 'triad' meeting (academic& FA eligibility); CWG
							SPIN database for external funding searches		
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3) Optimize Enrollment	Fall Enrollment	3183	3241	3180	3213	3800	3 Pillars: Targeted recruitment, retention, new programs	\$25,000 Target Marketing;	7 New Degrees: Online B.S./Micro-credential—Sustainable Construction Management; Online B.Tech./Micro-credential—Industrial Technology Management/Logistics; Applied Psychology (B.S.); Esports Management (BBA); Forensic Criminology (BS); Accounting (BS)Electrical Engineering Technology (BS) Enrollment Management Working Group (EMWG); targeted marketing (programs may need equipment to be competitive with other colleges and/or additional marketing efforts, travel, outreach)
	Online Enrollment	716	796	839	1029	--	Marketing: Admissions/PR	Regional \$250,000; Off-term \$25,000/term	Regional Campaign (focus OL programs) to do ROI in Feb. 2019; Off-term marketing
							Open Houses/Admitted Student Days	\$5,000 table displays	Increased academic program participation
							Retention - FYEP, E/NE, Gateway, all existing retention, Advising/Mentoring, Tutoring		See Academic Support Services and Provost Retention webpages; AR monthly mentor training/seminars, CRLA certification of peer tutors
							Develop new programs/minors/courses: all levels and modalities		See above, EMWG academic subcommittee work on microcedentials; flex teaching
							Articulations/Dual Admissions		
							International initiatives		
							Scholarships & campus enhancement funds	\$250,000 (\$150,000 Academic Affairs/\$100,000 Administration)	Yield scholarships (incl. Academic Promise Scholarships)
							Campus climate: Diversity	\$10,000	Living Writing Series
							Aligning curriculum/implementing ladders		
							Develop applied & service learning opportunities		
							Accessible scheduling		
4) Drive Decisions with Relevant Information	No Metric: Cross-cutting strategy						This goal is no longer a strategic goal, but rather a cross-cutting theme of all goals.		
5) Focus on Sustainability	Reduce Energy Usage by 20%	-14.50%					Promote adoption of e-resources		Environmentally more sustainable
	Paper use reduction by 10%						Reduce paper use/printing		Heavy use of campus color printers for A&P and nursing resources (students print from Bb); packets through Central Printing?
	Increase Recycling by 10%						Purchase green products		
							Reduce solid waste-- Zero-sort Recycle, Compost food		
							Purchase equipment that reduces use of electric/gas usage		
							Recycle oil		
							Improved facilities, EMS systems, etc. (i.e., energy management, etc.)		
							Integrate sustainability into curriculum		
6) Create a Robust, Active and Enriching Campus Life	% International	1.70%					Comprehensive Marketing Plan & Branding		On-going; Participation in Open SUNY Ranku
	% Student Minority	29%					Recruit and Retain Diverse Students, Faculty & Staff		
	% Faculty Minority	14%					Residential Life Programming: LLCs, Pet wing		
	Select SOS items	--					Student Activities Programming: clubs, athletics, field trips		
							Academic Affairs Programming: talks/series of movies/conferences, field trips, service learning, applied learning, F/S club/athletic advising-Form Committee		
							Arts & Cultural programming		
							Collaboration between Academic & Student Affairs		
							F/S/S Attend campus events		
							Campus Climate: Support for diversity	\$10,000/yr	Co-CDO
							Retention efforts that involve civic & community engagement/Student Leadership		Required for grants (TRIO, C-Step)
							Associated Colleges to provide more campus interactivity		
							Orientation	PIF Online Enhancement grant \$ 5,000 for Virtual Orientation	Interactive Virtual Orientation for OL new students
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							Increase sense of community across campus/Create a sense of belonging	IITG (\$30,000); PIF \$480,000	Freshmen Convocation; IITG and PIF Online Enhancement Grants to reduce isolation and connect online learners to the campus community
7) Build Greater Awareness of SUNY Canton	Applications	2836	R	R	R	5000	Admissions functions		R- Vendor work ROI
	Alumni Donating	872				1169	Communication (all modes) by PR & Advancement & Admissions		
							Programming for Alumni, k-12 & community (e.g., Financial Literacy Center)		
							Programs/Courses/CEUs		
							High School courses/outreach – distance learning		
							Articulations with other campuses		
							International program development/teaching		
							Support outside entities – Community involvement, host events		
							Advisory boards		
							Outside awards/rankings		