Operating Plan for Academic Affairs 2016-2017
Tomorrow: Greater Impact and Success
SUNY Oswego
November 1, 2016

The following section is organized in terms of the five impacts of *Tomorrow: Greater Impact and Success*. Each impact is associated with a number of **performance drivers** – calculated actions that interact with the larger academic environment to produce success. Similarly, each driver is associated with one or more **key indicators** – measurements that reflect the progress of our performance drivers. The impacts and associated drivers are as follows

Impact 1: Our students and graduates thrive through knowledge, experience, perspectives and discovered gained here that animates and informs their work, their communities and their personal lives.

1) **Performance Driver 1: Foster a college-wide culture of caring that provides supportive effective advisement and personalized mentoring. Expected outcome: improved retention across undergraduate student body; improved graduate student experience.**

   Academic Affairs will implement this driver through tutoring programs offered by OLS and the First Year Program, through the continued use of Starfish and other technological tools, through an expanded Mentor-Scholar Program delivered by CEL, and through customized Library instruction focused on special student populations. The Provost's Office will continue to work with the Schools and Colleges to develop the Academic Probation Program. In addition, Extended Learning will continue efforts to develop its Prior Learning Assessment Program. The Graduate Studies office will continue to strengthen undergraduate recruiting techniques making use of technology as well as informational literature.

   Going forward, the RAAP Committee under shared faculty/administrative leadership will develop and propose a pilot for improved advising that would be launched in fall 2017.

2) **Performance Driver 2: Provide diversified outreach programs to increase alumni engagement and lifelong affiliation with the institution.**

   Academic Affairs will animate this driver through collaborative activities with the Alumni Office that will involve the School of Business, the School of Education, and the School of Communication, Media and the Arts. CEL will strengthen internship placements with alumni; the Library will launch the Oswego Digital Library.

3) **Performance Driver 3: Plan for, recruit and retain a highly diverse, prepared and talented student body.**

   Academic Affairs will implement this driver by identifying new international student sources and increasing services to international students. Further, the Academic Probation Program

will also contribute to this driver. The School of Business and School of Education will implement programs targeted on under-represented populations. IR&A will support these efforts with data and continue its predictive modelling in support of undergraduate Admissions. Individual schools and colleges will maintain or increase their outreach activities and Extended Learning will seek to recruit participants in the High School Program and increase the number of participants in Intensive English Programs. Extended Learning will collaborate with Communications and Marketing to create an integrated marketing plan for the Syracuse Branch Campus to support recruitment, admission and retention of locally anchored students within an hour's drive of Syracuse. CTS will continue its work on a CRM and work with colleagues to implement a mobile application for registration.

4) **Performance Driver 4: Encourage critical thinking, leadership, synthesis of knowledge and motivation to live active engaged lives.**

Academic Affairs will develop and implement an instrument to assess tutor effectiveness. The Provost's Office with support from CEL and IR&A will work with Faculty Assembly to fashion responses to SUNY's Applied initiative and arrive at a recommendation regarding and Applied Learning graduation requirement as requested by SUNY. OIEP will initiate efforts to assess SLOs of education abroad. The Library will provide instruction in information and digital literacies to equip students for lifelong learning. RISE will seek to support 90 students in local, regional, national and international conferences. QUEST will seek to engage 400+ students in presentations of their creative and research activity at the April campus-wide celebration.

Impact 2: Our academic quality is demonstrated, extended, recognized, sought-after, and heralded.
- **Performance Driver 1: Create and deliver innovative, rigorous academic programs that match society and student need and maintain existing programs that have proven effective.**

Schools and colleges will continue their continued review and improvement of curricula and pedagogy. The School of Education will develop/revise additional programs that will respond to international, national and regional needs, will seek CACREP accreditation; and secure approval from NCSS for the Social Studies SPA. Graduate Studies will clarify five year growth targets and develop summer hybrid, low residency and accelerated degree programs. CLAS will propose programs in Politics, Philosophy and Economics and coursework in Digital Ethics. It will also seek to significantly increase enrollments (to 150-175) in its Bridge Camp. SCMA will revise three existing majors and propose new major programs in recording production and design and interactive media and a minor in dance. OIEP will continue to work with faculty to design and promote faculty led programs abroad. Extended Learning will explore a possible application for accreditation by the National Alliance of Concurrent Enrollment Programs.

- **Performance Driver 2: Provide high-impact, inspiring and transformative learning experiences.**

Academic Affairs will rely upon various applied learning experiences and technology-enabled learning to advance this driver. For example, OIEP will implement new applied learning opportunities for student teaching, research and internships abroad and collaborate with the School of Business to deliver the 4th Annual SUNY Oswego/SNU Student Research Conference. CEL will increase the number of internships to 700 annually from 650. Extended learning will continue to refine online course design. SCMA will diversify curricular offerings; for example, it will add Wester African Dance to its Theater offerings. CTS will continue to expand its digital textbook initiative; IGE will implement programming in support of Brazil Year.

- **Performance Driver 3: Hire and maintain diverse and accomplished faculty and staff and ensure that equitable employment policies and practices are in place across the institution.**

In Academic Affairs, all Schools and Colleges will recruit and seek to hire and retain diverse and accomplished faculty. To this end, they were authorized in July to conduct 30 tenure track searches. Similarly, the Library will seek to fill the Associate Director position. Chairs, RPT Committees, Deans and the Provost's Office will collaborate to complete key personnel processes in a timely fashion. CLAS will seek to review and update all personnel policies.

- **Performance Driver 4: Incorporate and infuse dynamic and effective teaching practices in curriculum across the college.**

The Provost's Office in collaboration with the Center for Excellence in Learning and Teaching (CELT) hosted an external speaker for the Academic Affairs Retreat. This contributed to a significant increase in participation in CELT events. During 2016-2017, CELT will continue to host regular workshops on a broad variety of issues associated with teaching and learning including topics such as flipping the classroom, low-stakes testing, and team-based learning. The Committee on Learning and Teaching (COLT) works closely with the Center for Excellence in Learning and Teaching in an advisory capacity. It oversees the Faculty Enhancement Awards for Curriculum and Program Development and the President's Award for Excellence in Teaching.

- **Performance Driver 5: Implement robust and creative professional development activities readily accessible to all faculty and staff.**

Academic Affairs will continue support for the sabbatical program and with Presidential support, increased faculty travel support to $1,250 per faculty from $1,000. The Associate

Provost orchestrated a Chairs Workshop that attracted 40 attendees while CLAS will develop an external mentoring program. CELT will continue development of "badging"; SCAC will continue to provide research support for faculty and students; CTS will continue to support integration of technology into the classroom through the TIP Grant Program. Finally, the Committee on Learning and Teaching (COLT) oversees the Faculty Enhancement Awards for Curriculum and Program Development and the President's Award for Excellence in Teaching.

- **Performance Driver 6: Empower and recognize faculty and staff participation in collaborative and cross-cutting research and creative work.**

Academic Affairs will advance this driver by supporting faculty participation in the Digital Humanities Summer Institute (CLAS), improving the ORSP website, recognizing faculty at the Fall Academic Affairs Retreat. SCAC grants for faculty and students along with proposals for external funding generated by faculty and staff and supported by ORSP are expected to produce an increase in support generated by Academic Affairs.

Impact 3: Communities we touch experience increased prosperity, social equity, sustainability, self-sufficiency and greater educational attainment.
- **Performance Driver 1: Elevate and support productive external partnerships.**

    Academic Affairs will strengthen and deepen existing relationships and, where appropriate, establish new. For example, The School of Education will expand its Professional Development School initiative through Team Sheldon

- **Performance Driver 2: Integrate and embed arts, athletics and recreation offerings in the community.**

    Though all schools and colleges in the Academic Affairs Division have significant outreach responsibilities and initiatives, the lead in animating this driver rests with SCMA which will increase enrollment and participation in youth music, arts and theatre programs. These activities will be punctuated by a weeklong series of events associated with the reopening of Tyler Hall (Tyler Hall Take Two Debut).

- **Performance Driver 3: Widen and deepen college programming that serves the social needs of the community and clearly communicate the presence and value of these programs.**

    The School of Education will strengthen its local and regional partnerships including the CiTi BOCES CARE (high school credit recovery), Project SMART, and Project BLEND. OIEP will develop an education abroad program that engages the community; CEL will offer STEM mentoring at Fulton junior and senior high schools; the School of Business's VITA program will assist in completion of 300 tax returns for seniors and low income citizens; Extended

Learning will continue and expand the SUNY Oswego in the High School Programs in concert with CLAS departments.

Impact 4: Our proven institutional effectiveness results in increased resources, flexibility, academic capacity and institutional success.

- **Performance Driver 1: Expect and support a college-wide culture of program review and data-rich assessment to provide a systematic feedback loop in all operational endeavors and foster excellence, abundance and student success.**

  Program review and data rich assessment are embedded across the units in Academic Affairs and supported by the Office of Institutional Research and Assessment (IR&A). Information generated by program review and assessment inform decision making at all levels of the Division. During 2016-2017:

  - IRA will continue to strengthen its Assessment Program (in particular, assessment of academic support units, support the regular program review process, and support/refine the Academic Affairs annual report information collection system. IR&A will also maintain the Factbook and develop summary reports in support of the faculty hiring request process. It will also conduct key surveys (NSSE, FSSE, COACHE, Campus Climate) that will provide data appropriate to analyzing and comparing student and faculty engagement and faculty and student perceptions. In support of IR&A and its activities, the Provost's Office will provide funds to replace the spring courses that become uncovered by the appointment of three Assessment Fellows.

  - Graduate Studies will develop and share program level SWOT analyses with Deans; this will inform planning and future action plans. The School of Education will continue to prepare for CAEP accreditation, SPA standards, accreditation of Mental Health Counseling, and New York State requirements including Teach New York. These will continue to provide third party validation of quality and inform planning and future development. CEL will assess the Mentor-Scholar Program and implement standardized evaluations of internships. Finally, the General Education Program will continue assessment and improve its tactics for closing the loop.

  - CTS will continue to refine its use of metrics, refine new ITIL processes inside of Service Now, and support implementation of technologies that assist in measurement and appraisal of the Tomorrow Plan. The Library will continue its existing assessment program and explore new ways of demonstrating impact. The School of Business will complete the Continuous Review Report (CIR) in anticipation of a maintenance of accreditation review by AACSB. The Registrar's Office will continue to use student and program data to make course offering decisions and improve overall effectiveness and efficiency. .

  - At the conclusion of the academic year, the Provost's Office will publish an Annual Report that, inter alia, tracks progress on annual objectives.

- **Performance Driver 2: Solicit and obtain robust private support.**

  Academic Affairs supports fundraising efforts in variety of ways ranging from identification and cultivation of prospects to solicitation. Advisory boards are active in the School of Business, SCMA and CLAS. During 2016-2017, SCMA will work with Development to host Tyler Hall Take Two Debut at a series of events that will include a meeting of its Board. The Library will work with development to identify private support for library initiatives and identify potential donors. Finally, the CLAS Dean will assume a greater responsibility for the support of the Engineering Advisory Board.

- **Performance Driver 3: Solicit and obtain extramural funding for sponsored projects.**

  The Office of Research and Sponsored Programs (ORSP) will continue to promote and support grant writing leading to a 5% increase in both the number of submissions and the number of funded grants. It will also work with Communications and Marketing to improve the website and seek additional administrative support to manage the workflow and improve compliance and communication. OIEIP will apply for one major internal education gran in collaboration with IGE. IR&A will support the application process as appropriate.

- **Performance Driver 4: Put physical resources, capital assets, and technological capabilities to their highest usefulness and ensure they are protected against waste and deterioration and are renewed and strengthened to advance continuous improvement.**

  Continuing efforts to improve efficiency and effectiveness in the Division, Academic Affairs will pursue a number strategies at all levels.
  - SoE (Wilber Tower) and SCMA (Tyler Phase II; Hewitt) will continue to collaborate with Facilities to advance construction plans and projects.
  - Graduate Studies will implement a non-matriculated fee that will be used to underwrite programs that benefit all graduate students.
  - The Provost's Office will work with the MLL Department, EL, and OIEP to clarify administration of the GETGO Program to streamline the award and reimbursement process.
  - CLAS will establish space committees for Mahar and Marano/Poucher modeled on the SCMA Committee to engage faculty and improve decision making.
  - Extended Learning will develop a business plan for the Syracuse Branch Campus, secure approval, and implement leading to an increase in enrollment and expanded visibility.
  - The Library will continue to improve its study and gathering spaces.
  - The Registrar will increase adoption of Degree Works Plans (SEP), to link degree planning and registration and also introduce mobile access to the registration process. Both should improve retention and student satisfaction.

o CTS will collaborate with Facilities to redesign the main data Center to reduce energy consumption and improve space utilization. It will also continue to improve information management practices which will increase security and reduce insurance costs. CTS will also collaborate with OIEP, the Registrar and the Library to implement CAPA resulting in increased revenues.

- **Performance Driver 5: Conduct practices that enable natural resources and the environment to be responsibly and proactively stewarded and protected.**

CLAS will institute an electronic document management feasibility study that will inform decision making regarding paperless workflows. The Office of Sustainability will implement programs that will reduce paper use in/out of the classroom, expand our plastic waste reduction culture, increase bike sharing, and engage us with the Food Recovery Network.

Impact 5: Our work contributes to finding solutions for the grand challenges of our times.
- **Performance Driver 1: Instill the belief that SUNY Oswego can contribute at the highest levels of theory and application to provide solutions to critical challenges.**

Faculty and student research in the several schools and Colleges and in the Library will lead published scholarship and professional presentations that will address critical challenges and raise the visibility of SUNY Oswego. Administrators will be visible appropriate professional associations and bodies contributing to increased visibility and to business intelligence that will inform decision making. These faculty, student and staff/administrative activities will be represented in promotional materials including videos produced by Graduate Studies.

- **Performance Driver 2: Vibrant, engaged and curious faculty, staff and students delve into multidisciplinary investigation of problematic social and global issues.**

The Academic Division will support this driver through continuing initiatives such as the Global Lab while considering possible new initiatives such as Common Problem Pedagogy. In particular, OIEP will engage faculty, staff and students along with international partners in two academic research conferences. Faculty from the sciences will continue to engage in Global Lab projects that have enabled students to engage in high level research at JPL, Hungary and Germany in recent years. The Library will collaborate with other offices to bring compelling speakers to campus. Finally, the Provost Office will commission a working group on Common Problem Pedagogy that will recommend to President's Council on a formal launch of this program.

- **Performance Driver 3: Promote learning and knowledge to advance the common good and lay the foundation for a better world.**

Units in Academic Affairs will engage critical issues in several ways. The School of Education will initiate a program in health disparities and continue its weight management and women's

health and fitness programs. It will also seek to expand its TOC program to support up to 50 students of color. OIEP, the Library, the Registrar and CTS will implement CAPA, making SUNY Oswego a school of record/library of record for selected campuses around the world. In addition, the School of Business will host a symposium on Diversity, Equity and Inclusion in Business.

The following pages summarize impacts, drivers, accountabilities, expected outcomes and projected resource requirements for 2016-17.

Impact I: Our students and graduates thrive through knowledge, experience perspectives and discovery gained here that animates and informs their work, their communities and their personal lives.

Linkage to SUNY Excels: Access, Completion, Engagement

Date: November 1, 2016

Driver	Subdriver: action to be taken	Person or unit Accountable	Expected Outcome	Projected Resource Requirements	Midcourse Status Report	Results
1. Foster a college-wide culture of caring that provides supportive, effective advisement and personalized mentoring	a. Introduce OLS tutoring programs at Metro Center during Spring 2017	OLS, Metro Center, EL	Increase tutoring support available to Metro Center students; establish baseline retention metrics.	salaries for support staff		
	b. Orient new SASS staff by November 1; refine current programs to address needs of undeclared first year students on academic probation.	OLS	Improved retention vis-a-vis baseline figures for preceding year.	resource library		
	c. Inform Deans and department chairs on issues related to retention.	IR&A	Deans and department chairs empowered to take corrective action			
	c. Support use of data for early outreach by advisors to at risk students (e.g. starfish data). Particularly for FITW program and transfer population.	IR&A	Continued improvement in year to year retention			
	d. IRA director will continue as co-chair of RAAP in planning for a pilot implementation of new advisement model.	IR&A	Recommendation to Provost regarding implementation of Pilot (Dec 15); implementation (Aug 2017) of Pilot; initial evaluation of Pilot (Feb 2018)			
	e. Improve online user experience for prospective graduate students	Grad Studies	Increase avg. time on page by 5%			
	f. Create "group" brochures	Grad Studies	Six group brochures for recruitment use			
	g. Continue AP Program; evaluate first year of activity	Provost Off				
	h.. CLAS/SCMA will pilot professional advisement and faculty mentoring project in beginning fall 2017 with select programs to improve student advisement and increase retention.	CLAS, SCMA Deans	Improved student retention in pilot majors in 2017-18, improved satisfaction with advisement, and identification of areas for improvement in test of model.	Salary for professional adviser; mentor training for faculty		
	i. Mentor-Scholar Program: increase number of SUNY Oswego college students (mentors) to 120	CEL	More college students learning about their community and service as well as enriching the lives of middle school students			
	j.. Establish a college wide resource list of Prior Learning Assessments and recommend additional ways to evaluate college level learning in order to provide access to higher education for non-traditional students	Extended Learning	Existing PLA opportunities on website and shared with campus community, Recommendations for additional PLA opportunities shared			
	k. Provide customized instruction and mentoring for special student populations.	Library	Maintain or increase the number of EOP, transfer students, honors students, and other special student populations who receive targeted library instruction.	Partner with EOP and other units.		
	l. Support individuals in use of information sources, learning technologies, and collections.	Library	Maintain or increase the use of library services and resources (print, electronic, or technology; virtual and face-to-face).			
	m. Provide one-on-one mentoring to all Honors students; monitor academic performance	Honors	increase Honors students retention			
	n. Increase utilization and awareness of Starfish Early Alert and it's functions.	1st-year Program	improve identification and support for at-risk students			
	o. Analyze the results of the Math Placement data on student success and repeat rates for the math courses with mandatory prerequisites.	1st-year Program	improve student success in math courses			
2. Provide diversified outreach programs to increase alumni engagement and lifelong affiliation with the institution.	a. SoE Assessment Committee will collaborate with the Alumni Office in fall 2016 to collect information from our alumni to increase alumni engagement.	SoE, Alumni Office	Meet with the Alumni and Parent Relations Office to develop a survey to be sent to designated SOE alumni to increase alumni engagement.			

	Action	Responsible	Outcome/Measure	Cost	Notes
	b. SoB will work with the Oswego Alumni Association to host alumni participating in the 2016 Business Symposium.	School of Business & Alumni Assn	Enhance student perspectives and promote alumni affinity with the college	$2,000	
	c. Support ongoing and increased outreach to SCMA alumni through established programs and new programs that pair alumni with students both on and off campus	SCMA in collaboration with ARTSwego, Career Services and Alumni Office	Robust attendance at alumni events on campus and off		SCMA week successful, Alumni Arts Career panel well attended (68), Media Summit and Career Connectors well atttended
	d. Increase student placement with alumni in internships and co-ops	CEL	increases affiliation with the college and student opportunities		
	e. Improve sharing and access to our unique Special Collections and archives by launching the Oswego Digital Library and publicizing the college history holdings.	Library	Oswego DL will be linked from the library homepage by Spring 2017. Partner with campus alumni office/groups to promote.	Time. Collaboration from initial project partners to populate their collections.	
3 Plan for, recruit and retain a highly diverse, prepared and talented student body.					
	a. Continue AP Program; evaluate first year of activity	Provost Office			
	b. Increase the quality of services provided to international students and students seeking academic support and to demonstrate this improvement	OLS staff and director	Proposal for Tutee assessment and program deliver will be developed by January 2017;	Annual membership fee	
	c. Provide tutors with professional development opportunities.	OLS staff and director	2 tutors will participate in and present at a national conference in spring 2017	Conference travel for 2 tutors	
	d. Implement Holmes Scholars; partner with Eagle Academies; Expand TOC; participate in SCSD Breakfast; partner with FITW; host Technology Conference	SoE	Increase number of students of color in on-campus programs; strengthen partnerships with feeder schools.		
	e. Offer the Career Opportunities in Accounting Program to under-represented minority high school rising seniors	SoB	Increase awareness of opportunities in the Accounting profession. Recruit potential students to the SUNY Oswego Accounting Program	$5,000	
	f. Offer a New York City networking event for online MBA and MBA-Health Service Administration students	SoB	Enhance online MBA student connectivity to the School	$3,000	
	g. Continue to promote SUNY Oswego by responding to all college ranking/publications and participating in President's Honor Roll.	IR&A	Continued visibility; continued movement up rankings		
	h.. Support admission recruitment activities through database of markets and study of yield.	IR&A	Continued undergraduate (FTFT, Transfer) recruiting success		
	i.. Increase graduate diverse acceptances; added focus to GEOP, current undergrads	Grad Studies	Diverse acceptances above 20%. EOP/undergrad outreach activities		
	j.. Support outreach efforts of all departments in recruiting students through visits to high schools in NY State as well as to high school conferences and two-year colleges	SCMA	Increased enrollment and diversification of students in art, music and theatre	$4,785	Art department visits to Westchester and Dutchess CC. Nov_16
	k. Identify and execute new international student sources	OIEP	Gain enhanced market understanding and recruitment indicators		
	l. Increase K-12 and College partnerships,	CEL	Interaction with high risk middle school students interacts with diversifed student body that leads to greater understanding of varied community needs		
	m. Recruit current and past students participating in SUNY Oswego in the High School and New Vision Programs in both traditional semesters and Summer / Winter sessions.	EL	Campaign established (with Admissions) to reach out to past high school program students for traditional semester recruitment and another campaign for Summer / Winter Sessions enrollment		
	n. Increase numbers and diversity of international student population in Intensive English programs	EL	Reach out to new schools and countries to promote GO ESL and SIEP Programs.		

	o. Work with Communications & Marketing, Admissions and Extended Learning staff to develop integrated and seamless recruitment, admission and retention strategies for locally anchored students living within an hour's drive of Syracuse taking courses at the Metro Center branch campus.	EL	Increased inquiry, applications and enrollment/matriculation in Metro Center courses and programs	PT Secretarial support at Metro Center $25,000; Addl. Marketing funding
	p. Increase access and services to adult and non traditional student audiences via pursuance and promotion of inclusive strategies such as Prior Learning Assessment, Online / Hybrid course offerings, Metro Center program offerings, Veteran appreciation and non traditional student engagement events.	EL	Clearly communicated opportunities for engagement and increased course offerings / programs leading to increased enrollment and engagement	
	q. Participate in outreach activities/events to local high school students (including library instruction for AP classes and high school visits) and at Admissions events.	Library	Showcase library facilities, services, and support offerings as another reason to choose SUNY Oswego at events like Cruising the Campus, Community/Educator and High School Student Borrower card, and faciliate the regional high school/college group of K-12 educators.	
	r. Develop institution specific articulation/advising guides, based on the top incoming transfer majors	Trans Svcs	Improved relationship with sister institutions and clarity path to graduation for transfers	
	s. Develop a vision and strategy for the College tracking interactions with stakeholders including prospective students, applicants, students, graduates and people with relationships with Oswego.	CTS	Work with oversight committee for institutional wide strategy and vision; select CRM by Dec 31, 2016; pilot in Feb 2017; implement CRM by Aug 1, 2017 implemented by August 1, 2017	OurOswego database est at <$100K over 3 years; Admissions CRM TBD
	t. Develop and implement a mobile app improvement that helps students more efficiently select classes and track their progress towards graduation.	CTS, Registrar, Marketing & Communication	In collaboration with Registrar, implement a feature in mobile app that allows online registration for all 2017.	$20K
4. Encourage critical thinking, leadership synthesis of knowledge and motivation to lead active, engaged lives.				
	a. Develop a tutor assessment instrument to assess tutee satisfaction, their knowledge of subject matter, and identification of new skills acquired by tutees.	OLS; IR&A	Use 2013 survey as baseline; develop instrument by Dec 2016; collect data Dec 2016; analyze and report in spring 2017; close the loop;	no resources at this time
	b. Assess current status of applied learning; identify external collaborators and impact; develop recommendation in response to SUNY request.	IRA/CEL/Provost Office/FA	Timely submission (May 1) to SUNY regarding adding an applied learning experience as a graduation requirement.	
	c. Enhance database to capture student engagement in community service outside of their coursework.	IR&A	peer mentoring program	
	d. Complete new InFocus profiles with redesign highlighting engaged lives.	Grad Studies	Four new InFocus profiles online and in print	
	e. Name and begin assessing of common Student Learning Outcomes on education abroad programs	OIEP	Refine assessment plan for 3 new SLOs	
	f. Offer high-impact internships to help students gain experience in real-world conditions and help them prepare for life after graduation.	Sustainability	Employment in their career field within three months of graduation.	
	g. Increase number of Mentor-Scholar (M-S) sites by working with CITI	CEL	Number of mentees increases; number of mentors increases; positive reception in community of new sites.	
	h. Sharpen and hone HON 350: Beginning the Honors Thesis	Honors	Increase the # of students who complete the thesis	
	i. Equip students with critical literacies for lifelong learning.	Library	Instruct students in information and digital literacies so they can become sophisticated consumers of information.	Equipment and facilities funding
	j. Support student presentations at local, regional, national and international conferences	RISE	90 students participate in local, regional, national and internations conferences with $25,000 in RISE support	
	k. Highlight and celebrate student research and creative activity	QUEST	Students offer 400 presentations/posters on their research and creative activity at campuswide event in April 2017	

Impact II: Our academic quality is demonstrated, extended, recognized, sought-after and heralded.

Linkage to SUNY Excels: Access, Completion, Inquiry

Date: November 1, 2016

Driver	Subdriver: action to be taken	Person or unit Accountable	Expected Outcome	Resource Requirements	Status Report	Results
1 Create and deliver innovative, rigorous academic programs that match student need and maintain existing programs that have proven effective.						
	a. Develop summer hybrid, low residency, and accelerated degree programs	Grad Studies	Specific plan for development and implementation, including target dates	Curriculum development money?		
	b. Determine five-year target for online expansion	Grad Studies	Five-year plan in place with # seats and courses over time			
	c. At least five programs will be developed/enhanced at the local, regional, national, and/or international levels.	SoE	1. Develop the Leighton - SUNY Oswego Learning Community project. 2. Develop a COIL project where students in an Educational Adminstration course at SUNY Oswego and a class in Germany collaboratively create blog posts focused on issues of inclusion and diversity in schooling. 3. Work with SCSD to develop a future teachers pathway program. 4. Continue to develop clinically rich teacher preparation programming with APW, OCSD, SCSD. 5. Complete the MSSE non-certification program proposal and secure approval from SUNY and NYSED. 6. Complete the Advanced Manufacturing MS program proposal and secure approval by SUNY and NYSED. 7. Secure SUNY and NYSED approval for a new undergraduate CTE Certificate Program.			
	d. Successfully undergo review by the Council for Accreditation of Counseling & Related Educational Programs (CACREP) and National Council for the Social Studies (NCSS).	SoE	1. Prepare all documentation for the CACREP accreditation visit (fall 2016). 2. Secure approval from NCSS for the Social Studies SPA.			
	e. SUMS project will support summer 2017 Bridge Camp and launch Mathematics Learning Success Center, student learning cohorts, math fellows program, and curriculum review for pre-calculus sequence to improve student success in completion of mathematics gateway courses.	CLAS	Increased enrollments in 2017 Bridge Camp (150-175 participants). Develop 2 new cohorts linked to bridge camp groups (pre-calculus, algebra), math fellows identified, and curricular adjustments identified.	Continued campus support of Bridge Camp, and ALEKS. SUMS funding already in place.		
	f. Work with Art, Music, Theatre and Communication studies as they all submit curricular revisions and new majors and minors	SCMA	Delivery of each of the following to campus governance:REVISIONS: Audio Design and Production minor, Broadcasting major, Journalism major, Theatre major. NEW PROGRAMS: Recording Production and Design, Interactive Media, Dance minor.	Time and attention	Audio design (approved at FA 11_16)	
	g. Review and maintain short-term faculty-led programs abroad that remain effective and well enrolled	OIEP	Ensure key departmental (ex. GLS) learning goals and campus-wide SLOs are being developed and progress being met			
	h. Analyze the opportunity and plan the application process accreditation of SUNY Oswego High School Programs through the National Alliance of Concurrent Enrollment Programs.	EL	Analysis completed and Application Plan established			
	i. Create one credit quarter course for international/ESOL students about American Culture to provide context for success in other classes.	EL	Draft 1 credit course syllabus, create plan to approve and deliver course			

j. Create, Deliver & Support hybrid courses and blended undergraduate completion programs friendly to the locally anchored target student population within 50 minutes of Metro Center branch campus.	EL	Implement a 2 year rotation in which 51% of core program courses are offered in hybrid format at Metro Center, the balance are online, Determine if recommending HSC program at Metro	$30,000 to fund hybrid course developments and hybrid course offerings at Metro Center / online	
k. Investigate and consider reintroducing a credit bearing course in information literacy.	Library	Produce a feasibility report, with particular attention to anticipated demand, ability of the library faculty to support the program, and timeline, by no later than April 2017.	Primarily Library Instruction Team time.	
l. Propose new programs in Digital Humanities (DH), Politics, Philosophy and Economics (PPE), and coursework in Digital Ethics bridging humanities and STEM inquiry.	CLAS	New interdisciplinary programs and coursework.	$2400 for on-campus review of PPE program proposal. Reallocation of existing faculty in support of DH program.	
m. Provide a timely response to SUNY call for consideration of requiring applied learning for graduation.	CEL, Provost, Deans, FA	Appropriately inclusive on-campus consideration leading to a response to SUNY by May 1, 2017.		
n. At undergraduate level, implement revised majors and new minors; at graduate level, implement new certificates, MA and MS programs and revised programs.	Deans, Chairs/Depts, Registrar, Directors, Coordinators	Continuously improving, more responsive, and more attactive curriculum.		
o. Continue to review and improve undergraduate and graduate programs; create and secure approval of new programs as appropriate.	Deans, FA, Chairs/Depts, Registrar, Directors, Coordinators	Environmental scanning of emerging curriculum trends and pedagogies; regular program review; new program development as appropriate		
2. Provide high-impact, inspiring and transformative learning experiences.				
a. Implement new applied learning opportunities for student teaching, research, and internships abroad	OIEP	Design and deliver three new international opportunties		
b. Increase number of internships to 700 annually	CEL	Increased opportunities for students to apply theoretical skills in work place settings and build networks	Dedicated outreach coordinator to build and monitor placement opportunities	
c.. Incorporate 5 essential elements of online learning into the online course development and revision process	EL	Increased student access to instructors and Increased student / instructor engagement in online courses.	training workshops; faculty mentoring.	
d.. Host the 4th Annual SUNY Oswego/SNU Student Research Conference	School of Business/OIEP	Provide a venue for the presentation of business-related student research. Enhance the global perspective of students	$20,000	
e. Develop support services and instructional venues that expose students to learning technologies for knowledge acquisition, productivity, creativity, and collaboration.	Library	Continue to develop and assess maker services programming and multimedia creation instruction. Assess attendance and reaction to maker workshops.		
f. Work with departments to diversify curricular offerings that reflect the interests and needs of a more diverse student population	SCMA Dean and Chairs	Add West African Dance to curricular offerings in Theatre. Work with other departments to expand offerings	$6,452 (adjuncts)	On schedule fro Spring 2017

	g. Expand digital textbook pilot by a) exploring reader options; b) examining automated opt-out and charging models; c) measuring cost savings; d) measuring student outcomes. Spring pilot to include 4 classes; Fall 2017 expansion of pilot will need to be determined by March 2017	CTS, CELT	Students have materials on first day of class at lower cost and have better outcomes due to materials for all students.	$7,500
	h. Develop and implement programming in support of Brazil Year	IGE	Increased awareness of major hemispheric power with which Oswego has signficant ties	$8,600
3. Hire and maintain diverse and accomplished faculty and staff and ensure that equitable employment policies and practices are in place across the institution.				
	a. Continue to develop and/or strengthen strategies/programs aimed at recruiting and/or retaining a diverse faculty so that teaching and learning are enhanced.	SOE	At AACTE, host a table at the Holmes Scholars Program recruitment session to recruit faculty of color.	
	b. Revise and update all personnel policies in CLAS.	CLAS	100% of CLAS departments with updated personnel policies.	
	c. Successfully recruit an Associate Library Director from as diverse a pool as possible.	Library	Embrace the campus diversity initiative in the search process. By early Spring 2017, welcome a new Associate Library Director, increasing capacity to deliver library services.	$3,500
	d. Successfully complete 30 FT faculty searches in CLAS, SCMA, SoE, SoB	Deans & Search Committees	85% search success; increase in number of FT faculty; continued improvement in diversity	$150,000
	e. Complete the several faculty personnel processes in a timely fashion.	RPT, Chairs, Deans, Prov Off	Appropriate and timely personnel decisions	
4. Incorporate and infuse dynamic and effective teaching practices in curriculum across the college				
	a. Host external speaker for Academic Affairs Retreat	Provost/CELT	Affirmation of commitment to classroom teaching; increased interest in literature of teaching and learning	
	b.Increase the number of Minds Online reading group participants who implemented techniques into their classroom	CELT	Improved active learning levels in courses	
5. Implement robust and creative professional development activities readily accessible to all faculty and staff				
	a. Support sabbatical program	Chairs, Deans, Provost		
	b. Increase faculty travel support	Provost	Increased faculty participation in professional conferences; increased visibility; incrased reports of faculty presentations and publications	$50,000
	c. Design, develop and implement Chairs workshop	Provost	Increased capacity to lead departments	$15,000
	e. Develop external mentoring program in CLAS	CLAS Dean and tenured faculty	Improved mentoring on best practices in teaching, research, applied learning/experiential ed, and leadership skills development	$500 for incentives
	f. Continue the development of badging Professional Development	CELT	Increases in the number of badges awarded; number of faculty/staff working towards badges; and number of departments who hav badge participants.	
	g. Through SCAC provide funding for faculty and student research.	SCAC, Provost's Office	Continued development of faculty and student research	
	h. Through TIP grants continue to support the integration of technology into the classroom.	CTS	Improved classroom use of technology tkhrough application of more than $60K in tip grants	

14

6. Empower and recognize faculty and staff participation in collaborative and cross-cutting research and creative work				
	a. Support faculty participation in Digital Humanities Summer Institute.	CLAS	Increased use of digital resources in CLAS courses.	$6000 from CLAS OTPS
	b. Significantly update/overhaul campus research website to better reflect and recognize faculty and student contributions to vibrant scholarly and creative environment	ORSP	A new research-oriented website by AY 2017-2018	Significant assistance/buy-in from Office of Communications and Marketing
	c. Make Faculty Awards at Annual Fall Academic Affairs Retreat	President's Office; Provost's Office; ORSP	Celebrate faculty achievements; illustrate exemplary performance	
	d. Orchestrate SCAC processes; make appropriate awards fo students and faculty	SCAC Committee	Maintain or increase the number of student, faculty, Challenge Gratn and Mini Grants awarded	
	e, Obtain external grant funding that supports student-involved research, scholarly, creative activities	ORSP	Submit 3 new mentoring proposals (e.g., NSF RUI, NSF REU/RET, NIH R15 AREA proposals).	

15

Academic Affairs Goals 2016-2017

Impact III: Communities we touch experience increased prosperity, social equity, sustainability, self-sufficiency and greater educational attainment.

Linkage to SUNY Excels: Inquiry, Engagement

Date: November 1, 2016

Driver	Subdriver: action to be taken	Person or unit Accountable	Expected Outcome	Projected Resource Requirements	Midcourse Status Report	Results
1. Elevate and support productive external partnerships.						
	a. Create M.O.U. between SUNY Oswego and the Oswego Opera Theatre	Dean, SCMA; chairs from music and theatre departments	formalize relationship between the two departments and this semi-professional opera company' provide professional performance/design/technical opportunities for our music and theatre students	$1,200 annually (in kind) for facility use		
	b. The SoE will expand and support an ongoing Professional Development School (PDS) initiative through Team Sheldon with Oswego County School Districts.	SoE	1. Plan for the annual Writing Institute to be held summer 2017 for educators in the region. 2. Prepare to run the 39th Annual Sheldon Institute for local area youth summer 2017. 3. Recruit faculty liaisons for each of the PDS partnership schools in Oswego County, conduct needs assessments, and participate in the PDS showcase at the end of spring 2017.			
	c. Identify new partnerships abroad for emerging disciplines and faculty, including HCI and other STEM fields, and in new locations	OIEP	Form two or three new such partnershps with universities and other institutions abroad			
	d. Standardize a model of Mentor-scholar program that can be implemented in other school districts	CEL	Formal MOUs with 3 existing school districts			
	e. Expand relationship with existing internship sites to include other departments	CEL	Increase number of departments with internships at 5% of sites			
	f. Improve and increase CLAS community partnerships supporting student internships, co-operative learning experiences and research experiences that provide students with work-intergrated learning experiences and benefit external partners.	CLAS in collaboration with CEL	Smoother collaboration between CEL and departments, and increased experiential education opportunities for students.			
	g.work collaboratively with other institutions to create an affective articulation format that satisfies the needs of both SUNY Oswego and partnering institutions	Trans Svcs	Improved relationship with sister institutions and clarity for transfers			
	h. Develop institution specific articulation/advising guides, based on the top incoming transfer majors	Trans Svcs	Improved relationship with sister institutions and clarity for transfers			
2. Integrate and embed arts, athletics and recreation offerings in the community.						
	a. Support and grow community outreach projects for youth in music, art and theatre	SCMA	Increased enrollment/participation in programs, more access and financial support as needed			
	b. Celebrate the re-opening of Tyler with events showcasing the school and recognizing the community's and alumni support of its programs	SCMA	Robust attendance and successful events for SCMA Week: Tyler Hall Take Two Debut	$12,000	Project complete with robust attendance and very positive feedback	

3. Widen and deepen college programming that serves the social needs of the community and clearly communicate the presence and value of these programs.

a. At least two partnerships will be widened/deepened to serve the social needs of the community.	SoE	1. Contunue to support the on-campus CiTiBOCES CARE (high school credit recovery) program by providing tutors and faculty support. 2. Respond to regional school district needs by developing "Issues Analysis" projects in the Educational Administration program. 3. Continue to provide collaborative professional development activities through Project Smart. 4. Support the recruitment and preparation of future educational leaders in Oswego County, Syracuse, and LaFayette School Districts through Project BLEND.
b. Collaborate with relevant departments (music, service learning) to develop new opportunities abroad	OIEP	Develop one new education abroad program with community involvement
c. Offer Stem Mentoring program at one Mentor-Scholar Program site	CEL	Offer structured stem mentoring program at Fulton Jr/Sr High
d. Increase student internships at non-profits and community service organizations	CEL	Add 5% more opportunities at non-profits
e. Connect Penfield to the public through speakers programs, exhibits, and the community borrower program.	Library	Increase public attendance at spearkers programs; increase use of community borrower program.
f. Provide free income tax assistance to low and moderate income households in the Oswego and Fulton communities through the VITA program.	SoB	Complete 300 tax returns $6,000
g. Continue to develop and expand the High School Program (HSP)	CLAS, MLL, EL	Maintain MLL enrollments; increase history and English enrollments

17

Academic Affairs Goals 2016-2017

Impact IV: Our proven institutional effectiveness results in increased resources, flexibility, academic capacity and institutitional success.

Linkage to SUNY Excels: Capacity, Engagement

Date: November 1, 2016

Driver	Subdriver: action to be taken	Person or unit Accountable	Expected Outcome	Projected Resource Requirements	Midcourse Status Report	Results
1. Expect and support a college-wide culture of program review and data-rich assessment to provide a systematic feedback loop in all operational endeavors and foster excellence, abundance and student success.	a. Fund adjunct coverage for Learning Assessment fellows; support graduate program assessment.	IR&A and Provost's Office	Continued increase in assessment capacity	$9,000		
	b. Continue to improve assessment process for Academic Support Units.	IR&A				
	c. Support strategic planning through maintenance of Strategic Planning Library.	IR&A	Ready availability of key resources			
	d. Conduct NSSE, FSSE, COACHE, Campus Climate surveys	IR&A	Improved understanding of campus climate, student engagement, and faculty perceptions			
	e. Collect Tomorrow Plan Key Performance Indicators	IR&A				
	f. Support regular academic program review and school/dept accreditation as well as the faculty hiring process.	IR&A	Continuous improvement; data informed hiring, successful reaccreditation and accreditation initiatives.			
	g. Support and refine on-line Academic Affairs annual reporting system	IR&A	Timely development of departmental, school/college and academic division annual reports			
	h. Share SWOT analyses with Deans	Grad Studies	Meet; create resulting action plan and report to Provost			
	i. Continue to expand and strengthen procedures for collecting and analyzing program assessments and aligning these assessments with Council for the Accreditation of Education Preparation (CAEP) and Specialized Professional Associations (SPA) standards, as well as New York State Education Department (NYSED) and selected TeachNY expectations.	SOE	Improve utlization of Tk20 system (assessment and evaluation electronic portfolio) across all six SOE departments. Transition from NCATE to CAEP accreditation at the program, department, and SOE levels. Align academic programs with the latest professional standards, TeachNY agenda, and CAEP standards.			
	j. Working with admissions, graduate studies, and CTS, refine and finalize data-driven international enrollment management	OIEP	Use a workable and regularized data tracking system of international student enrollment for better decision making			
	k. Review Mentor-Scholar program to determine impact	CEL	Students are in their senior year that started when the program began. Assess the impact on OCSD graduation.			
	l. Implement standardized evaluations to appraise internship contributions to critical thinking, technical knowledge, professional demeanor, problem solving skills	CEL	Begin assessment reports on annual cycle			

18

m. Prepare, distribute and post Academic Affairs Annual Report in a timely fashion.	Provost's Office, Deans, IR&A	Report Is published by September 15		
n. Continue existing assessment of library services and resources and explore new methods/measures to further demonstrate impact.	Library	Collect quantitative and qualitative data including: number of research transactions performed in reference services; circulation; database usage; interlibrary loan statistics; building usage; web analytics; usability testing; and user satisfaction.		
o. Prepare for the 2017 AACSB Reaccreditation Review	SoB	Complete CIR report, meet with CIR team chair	$2,000	
p. Continue to facilitate improved course offering decisions based on student and programmatic data.	Registrar	Improved courses availability		
q. Continue our ongoing refinement of General Education assessment, particularly "closing the feedback loop,"	General Ed	Improvement in closing the feedback loop		
r. Expand and use of metrics within CTS by a) pushing Assessment processes and responsibilites down to all of the management team; and b) expanding metrics inside Service Now T: Assessment projects for CTS management team throughout year, metrics implemented for Spring 2017	CTS	Enhanced continuous improvement processes inside CTS; More proactive culture due to improved use of data	N/A	
s. Implement new ITIL processes inside Service Now which improve CTS service to the campus. Processes to be focused on this year include a) Change Management; and b) inventory. T: Change Management will be implemented by January 1, 2017; Inventory will be implemented throughout the year as new purchases are made.	CTS	Improved communication within CTS. Improved service availability with better change management, improved planning and replacement processes for faculty, lab and classroom computers.	N/A	
t. Support and implement technologies that assist measurement & implementation of the Tomorrow plan; complete by December 1, 2017	CTS, Marketing & Communications, IR	Improved readability and understanding of the College's progress towards the impacts outlined in the Tomorrow plan	$12,500	

2. Solicit and obtain robust private support

a. Work with Alumni and Devlopment, and at Tyler Hall Take Two Debut events, to name Waterman seats and additional spaces in Tyler Hall.	SCMA Dean	175 Waterman Seats named, 1-2 additional areas in Tyler named		147 seats named, Waterman Equipment account at $70,000+
b. Work with Development to explore private support for library initiatives and develop potential library donors.	Library	Identify strategies and create a multi-year plan.	Collaborate with Development Office	
c. Schools and College continue to develop professional ties through Advisory Boards.	CLAS, SCMA, SoB	Cultivation of linkages to professional communities and potential resource opportunities		

3. Solicit and obtain extramural funding for sponsored projects.

a. Support development of grant proposals and assessment of grant outcomes.	IR&A	Timely information in support of grant proposals		
b. Raise awareness of external funding opportunities through face-to-face meetings and enhanced grant searches	ORSP	Improve grant submissions by 5%		
c. Encourage applicants to request pre-submission review/critique	ORSP	Increase numbers of funded grants by 5%		

	Action	Responsible	Outcome	Resources
	d. Centralize campus research committee operations to improve workflow and policy compliance, as well as accountability of internally funded investigators	ORSP	Lessen burden of faculty research committee chairs, improve policy compliance, enhance promotion of internally funded project outcomes, improve follow-up and communication with faculty	Hire new research committee staff assistant
	e. Apply for one major external international education grant, working Institute for Global Engagement	OIEP	Collaborate and submit grant proposal	
	f. Identify at least one possible external library grant to pursue in 2017-2018.	Library	Research and identify possible state or federal grants	Collaborate with ORSP
4. Put physical resources, capital assets, and technological capabilities to their highest usefulness and ensure they are protected against waste and deterioration and are renewed and strengthened to advance continuous improvement.				
	a. Faculty members and staff members will continue to work with all groups and individuals responsible for designing and bringing to fruition the Wilber Tower Renovation project.	SOE	The SOE Steering Committee will organize office moves into surge spaces, review proposals, and finalize plans to create state of the art classrooms and other academic areas in Wilber Hall.	
	b. Implement and utilize nonmatriculated student fee	Grad Studies	Fees collected and used to defray costs of program beneficial to graduate students	
	c. Support Phase II of Tyler Construction and Hewitt Planning by engaging faculty, staff and students in decision-making and planning	SCMA Dean and liaison et. al.	Complete several portions of Phase II renovation and create an architectural reendering of Hewitt renovation	time and attention
	d. Establish space committees for CLAS units in Mahar and Marano/Poucher to establish best practices in space allocation and increased communication with FMO and CTS staff.	CLAS	Two additional space committees with clear charge and initial recommendations.	
	e. Clarify and refine funding of GETGO Program	MLL, Provost, EL, OIEP	Continued improvement in admin	
	f. Enhance facilities to ensure a full college experience at the Metro Center branch campus	EL	Utilize space with greatest academic and service impacts	$$ to renovate / establish Front Desk, Office, Student Resource Area, Computer Lab spaces
	g. Provide appropriate spaces for scholarly and creative activities.	Library	Increase availability of electrical outlets; continue to improve study and gathering spaces, explore new models for providing resources, improve website.	Significant financial support for renovation.
	h. Increase adoption of Degree Works Plans (SEP) to directly connect degree planning and registration activity.	Registrar	Improved 4-year graduation rate	
	i. Introduce mobile access to registration and student profile information; expand to incorporate mobile functionality for faculty and staff.	Registrar	Improved student and faculty satisfaction with the registration process	

20

	j. Implement technical infrastructure improvements to ensure equipment meets current and future campus learning requirements.	CTS	Increased bandwidth, upgraded wireless routers and infrastructure, and improved firewalls ensure that classrooms have necessary capabilities to support different teaching modalities. Students receive an at-home experience in Residence	
	k. Redesign campus main data center in Culkin Hall to support a greener, modern footprint.	CTS & Major Projects	Data Center will require 52% less space and require less energy to cook. Project will start in Nov 2016 and be completed in summer 2017.	
	l. Improve Campus Information Security posture	CTS	Identity management practices are improved; robust PCI standards ensure compliance; reduced number of inactive LakerNet accounts results in lower insurance premiums.	N/A
	m. Support Campus improvement projects including OBCR relocation to downtown and renovation of Tyler, Wilber Tower, Mary Walker Health Center, and Scales Hall.	CTS with Major Projects and other stakeholders	Stakeholder will have access to modern technology built into their new surroundings.	As outlined by MP
	n. Support business process redesign efforts through effective use of our backend systems to ensure staff are effective and efficient,	CTS with Library, Registrar, OIEP.	CAPA implemented. Systems flow efficiently; staff time is more efficiently utilized; new capabilities are built into system to support legal requirements	N/A
5. Conduct practices that enable natural resources and the environment to be responsibly and proactively stewarded and protected.				
	a. CLAS will institute electronic document management feasibility study and identify process for going paperless in CLAS Deans' office.	CLAS Deans' Office	Reduced use of paper and increased time management efficiencies	CTS training in BDM processes and permissions. Additional BDM licenses for CLAS staff.
	b. CTS Data Center redesign	CTS & Major Projects	Reduced use of energy on campus	$300K (Allocated from F&M)
	c. Promote, develop and grow a culture of sustainability by empowering students, faculty and staff through education, holistic participation and health and wellness.	Sustainabilty	Reduce paper use in and out of classroom; expanded plastic waste reduction culture; expand the bikeshare program; partner with the Food Recovery Network	

Impact V. Our work contributes to finding solutions for the grand challenges of our time.

Linkage to SUNY Excels: Inquiry, Engagement

Date: November 1, 2016

Driver	Subdriver: action to be taken	Person or unit Accountable	Expected Outcome	Projected Resource Requirements	Midcourse Status Report	Results
1. Instill the belief that SUNY Oswego can contribute at the highest levels of theory and application to provide solutions to critical challenges.	a. Expand video content on all program pages, emphasizing people solving problems	Grad Studies	Complete 20 program page videos; varying lengths			
	b. Improve video and other dynamic content of individual CLAS Department websites,	CLAS Dept Chrs in collaboration with Media and Communications staff	Improved representation of program, student, and staff accomplishments bu Apr 2, 2017.	Human resource of web design staff in Media and Communications		
	c. Encourage library faculty to engage in research and scholarly activity that results in national attention in the field.	Library	At least one national publication or presentation at a national conference	Travel funding		
	d. Represent SUNY Oswego within the SUNY system and at appropriate professional meetings	Provost, Deans, Chairs	Increased visibility and recognition and growing reputation; intelligence for decision making	Travel funding		
2. Vibrant, engaged and curious faculty, staff and students delve into multidisciplinary investigation of problematic social and global issues.	a. Identify new and maintain existing collaborative opportunities for Oswego students to engage with international counterparts with appropriate faculty research mentorship	OIEP	Hold two academic research conferences with Oswego faculty, students, and international partners	$2,500		
	b. Design, develop and launch Common Problem Pedagogy Program	Provost's Office/Work Group on Common Problem Pedagogy	Identification of (1) objectives; (2) common theme for 2017-2018; (3) process for implementation; (4) process for evaluation; implementation as appropriate in Spr 2017			
	c. Collaborate with academic and student services units to offer compelling speakers or other programming	Library	Hold at least two events in the library on multidisciplinary topics.	$500 (to support refreshments)		
	d. Continue to create STEM opportunities for students through Global Lab Program.	Dean, CLAS; STEM faculty	Student placements at JPL, in Hungary and at Max Planck in Germany			
3. Promote learning and knowledge to advance the common good and lay the foundation for a better world.	a. SoE will develop/strengthen at least three programs to find solutions to address community health disparities and other health-related issues.	SoE	1. Develop and pilot the HSC 430, Health Disparities course in collaboration with HDV. 2. Continue the BOUNCE weight management program to include up tp 50 college-age adults from campus and the community. 3. HSC students will participate in the National Women's Health and Fitness Day at the Metro Center.			
	b. SoE will prepare a diverse population of educators who are more likely to seek jobs in urban schools and who can enhance the experiences and academic outcomes of diverse populations of students.	SOE	1. Expand TOC Trust Program to support up to 50 students of color who are likely to seek jobs in urban schools. 2. Partner with SCSD to provide CTE undergraduate certificate program preparation so that SCSD teachers can become certified in key CTE shortage areas.			
	c. Implement CAPA to make SUNY Owego the School of Record/Library of Record	OIEP, Library, Registrar, CTS	Successful piloting of new system for faculty and students affiliated with a CAPA program abroad			

d. Host a panel discussion on Diversity, Equity and Inclusion in Business	SoB	Increase awareness of strategies that organizations can take to enhance diversity, inclusion and equity	$2,000