

# ACADEMIC AFFAIRS ANNUAL GOALS 2012-13

**Goal #1: Based on assessments, support innovation and improvements in the curriculum to promote academic rigor and student success.**

<b>Connection to Oswego's Strategic Directions:</b>	<p><b>Vitality:</b> Secure the college's stature as a world-class comprehensive college with intellectual and cultural vitality that provides an excellent education of exceptional quality to every student, supported by a strategically driven organizational structure and robust financial plan.</p> <p><b>Intellectual Rigor:</b> Sharpen our focus on academic excellence by creating a vibrant intellectual climate rich with ideas, inquiry and discovery by providing students with meaningful experiences and opportunities that challenge them to reach their full potential as intellectually empowered, creative, thoughtful, responsible and productive persons.</p>
<b>Connection to SUNY's 6 Big Ideas:</b>	<p><b>Seamless Education Pipeline:</b> SUNY sees education in New York State as a pipeline that extends from birth to retirement years—and finds ways to close the gaps that impede success.</p>

OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>1.1 Assessment and continuous improvement of existing programs (when shown to be effective, increase use of instructional technology)</b>	Implement a holistic outcomes assessment program for student learning outcomes.	All academic programs will submit annual learning outcomes summary and assessment plans by June 2013	Deans/Institutional Research, Assessment Coordinator		
		Evidence from 2012 departmental learning outcomes reports will be used to improve programs			
	Hold two campus-wide workshops on assessment including one on how to improve student writing & one for new adjunct faculty	Infuse writing assessments into major assessment plans and increase adjunct faculty participation in student learning outcomes assessment	Provost		
	Support department assessment retreats at Metro Center	Close the loop on student learning outcome assessment and potentially increase course offerings at Metro Center	Provost		
	Review Accounting Curriculum	Enhance CPA pass rates on the BEC section	SOB		

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<b>OBJECTIVE</b>	<b>ACTION</b>	<b>EXPECTED OUTCOMES</b>	<b>PERSON/UNIT ACCOUNTABLE</b>	<b>MID-YEAR PROGRESS</b>	<b>YEAR END RESULTS</b>
<b>1.1 Assessment and continuous improvement of existing programs (when shown to be effective, increase use of instructional technology)</b>	Review Finance Curriculum	Align curriculum with CFA Program	SOB		
	Review School of Business Ethics Program	Review Ethical and Professional Standards and Ethical Primer; enhance ethical coverage across business curriculum	SOB/CLAS		
	Prepare for the AACSB 2012 maintenance of accreditation review	Host AACSB Review team October 14-16, 2012	SOB Dean		
	Assess ethics in MBA program; implement EBI student survey in the undergraduate program	Assessment of two learning goals	SOB Dean		
	Assess and plan for improvements in electronic library resources. Conduct comprehensive review of currently held electronic databases and ebook collections.		Library		
	Assess curriculum in each school in the area of social equity and multiculturalism	Meet the strategic goals of world awareness; address issues of national and international concern	Assoc. Provost for Multicultural Opp. & Progs., Provost, all Schools		
	Evaluate Evening degree programs	Review current and potential part-time study opportunities	Director of Academic Programs in Extended Learning and Academic Planning Coordinators		
	Increase usage and connections for CISCO telepresence system at Metro Center	Implement usage plan for classes, meetings, and events	Metro Center staff in collaboration with CTS and faculty		

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<b>1.1 Assessment and continuous improvement of existing programs (when shown to be effective, increase use of instructional technology)</b>	Continuous improvement plan for Summer Sessions. Update market study for student program needs and communication strategies	New program initiatives and marketing strategies	Dean and Director of Academic Programs in Extended Learning		
	Develop and improve assessment of information literacy learning outcomes, especially at the capstone/senior seminar levels.	Results that can inform improvements in plans for embedding instruction throughout academic programs	Library		
	Develop plan for sustainable assessment of library instruction and resources.	A portfolio of current and planned assessment tools	Library		
	Seek final approval for Technology minor, Fall 2012	Approved by Faculty Assembly, Fall 2012	SOE		
	Incorporate state mandated Teacher Performance Assessment (TPA) (self-analysis of videotaped student teaching performance) into all initial certification programs in C & I, Technology & VTP.	Support 2 SOE workshops for faculty, staff and students.	SOE		
	Improve utilization of Tk20 (e-portfolio) across all six SOE departments to assess program quality in order to analyze program quality data to make programmatic changes and enhancements as identified.	Support 10 SOE workshops for faculty, staff and students.	SOE		

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<b>1.1 Assessment and continuous improvement of existing programs (when shown to be effective, increase use of instructional technology)</b>	Prepare assessment plan and self-study for Council for Accreditation of Counseling and Related Educational Programs, CACREP, to support CPS program quality.	Complete accreditation self-study report by September, 2013.	SOE		
	Prepare for NCATE Accreditation Review	Complete Institutional Report by March 15, 2013. Review, assess, evaluate and respond to SPA decisions by either March 15, 2013 or September 15, 2013 (according to appropriate deadline) and use the recommendations to enhance and strengthen existing programs.	SOE		
<b>1.2 Develop and submit new academic program offerings</b>	Work with SCMA faculty on Digital BA program curricular goals	Submit core courses to UCC and program proposal to APC and PPC	SCMA		
	Develop plan for interdisciplinary audio arts program	Develop program proposal and courses in SCMA areas necessary for major	SCMA Dean, Music and Comm Studies chair		
	Explore technical writing certificate program offering	Develop programs for business and industry as well as SUNY students	Graduate Dean, Dean of Extended Learning and SCMA Dean		
	Develop curriculum for MA Graphic Design, MA/MS Prof. Health Comm certificate, Prof Comm or Technical Writing; propose to Grad Council	Programs will be submitted to FA for approval by Spring 2013	SCMA Dean, Comm Studies Chair, Grad Dean		

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>1.2 Develop and submit new academic program offerings</b>	Explore the possibility of moving Expressive Arts Therapy from academic minor to major program	Develop statistical needs analysis and plan for curricular change	SCMA Dean and Assoc Dean, Grad Dean		
	Determine if curriculum for Math BA/MAT - 5 year program is viable.	Program Advisory Group (PAG) will determine viability by Fall 2012	CLAS, SOE, Grad Deans		
	Develop curriculum for MBA Health Service Admin		SOB & Grad Deans		
	Develop curriculum for Health Info Systems PSM and Forensic Sci Grad Cert		CLAS & Grad Deans		
	Trade Ed (VTP) collaborations with HDV, Comp Sci, Info Sci, PBJ, Bcasting and Mass Comm, Graphic Design, theatre, Ed Admin, Technology, C & I, MST		SOE & Grad Deans		
	Develop Professional Masters (PSM) in Technology Management, Fall 2012	Forming a Program Advisory Committee. Submitting Spring 2013	SOE		
	Develop new non-certification MEd in Curriculum & Instruction for professionals working in social services and international students	Program will be submitted to Faculty Assembly for approval Fall 2012	SOE		
<a href="#">Graduate Program Priorities 2010-13</a>	Technology department is developing a specific pathway for Peace Corps Masters	Submitting and seeking final approval from Graduate Office Fall 2012	SOE		

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<a href="#">Graduate Program Priorities 2010-13</a>	Agreement with ESF to enable ESF graduates to seamlessly matriculate into graduate level initial teacher certification programs in Curriculum & Instruction.	MOU will be signed early in Fall 2012 and implemented immediately	SOE		
<b>1.3 Develop more flexible and creative models of program delivery in undergraduate and graduate programs</b>	Explore options for music education at SUNY Oswego	Analyze the feasibility of offering BS in Ed or other degree in Music dept	Chair of Music, SCMA & SOE Deans		
	Implement alternative scheduling at the Metro and Phoenix Centers	More options for students; increase facility usage	Extended Learning in collaboration with graduate dean and department chairs		
<b>1.4 Promote student retention and success</b>	New student learning centers	Increase use in services in res. Halls, academic buildings, city library	OLS, Res Life		
	Monitor student retention and attrition	Customized services, Tutortrac	OLS		
	Maintain and expand effective academic support services to academic bldgs., res halls, and library	Improve student sense of belonging, retention, persistence to grad school	OLS		
	Maintain an effective student advisement support system among faculty and peer mentors incorporating effective technology	Implement Degree Works	Assoc Provost, Assoc Dean, Student and Academic Affairs		
	Assess success of adjunct faculty orientation program	Continue or modify adjunct future orientation programs	Assoc Provost and Assoc Deans		

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<p><b>1.4 Promote student retention and success</b></p>	<p>Provide tutoring and faculty support</p>	<p>Improve student writing outcomes in the School of Business and across campus. Move towards a drop-in writing center.</p>	<p>SOB, OLS, WAC</p>		
	<p>Improve coordination and delivery of services to veterans</p>	<p>consolidate information; update web pages; military friendly designation</p>	<p>Extended Learning in collaboration with Financial Aid and Student Affairs</p>		
	<p>Promote to faculty the information literacy resources available through Penfield Library.</p>	<p>More use of the online Lake Effect Research Challenge; course faculty/librarian discussions about "information literacy infusion plans"</p>	<p>Library</p>		
	<p>Improve library connections with first-year students.</p>	<p>New students comfortable with the library and with seeking research help</p>	<p>Library</p>		
	<p>Student retention and success through assessment and advisement</p>	<p>Informal assessment of Art 111 and 311 as we get ready for formal assessment 2013-14</p>	<p>Art Chair</p>		

## ACADEMIC AFFAIRS ANNUAL GOALS 2012-13

as of 9/7/12

**Goal #2: Support faculty with mechanisms of support to enhance their teaching and scholarship.**

<b>Connection to Oswego's Strategic Directions:</b>	<p><b>Vitality:</b> Secure the college's stature as a world-class comprehensive college with intellectual and cultural vitality that provides an excellent education of exceptional quality to every student, supported by a strategically driven organizational structure and robust financial plan.</p> <p><b>Intellectual Rigor:</b> Sharpen our focus on academic excellence by creating a vibrant intellectual climate rich with ideas, inquiry and discovery by providing students with meaningful experiences and opportunities that challenge them to reach their full potential as intellectually empowered, creative, thoughtful, responsible and productive persons.</p>
<b>Connection to SUNY's 6 Big Ideas:</b>	<p><b>Seamless Education Pipeline:</b> SUNY sees education in New York State as a pipeline that extends from birth to retirement years—and finds ways to close the gaps that impede success.</p>

OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>2.1 Facilitate and support faculty efforts to obtain external grants</b>	Introduce incentives for faculty to prepare grant proposals	Number of grants submitted & awarded will increase in 2012-13 by 5%	Deans, Shashi Kanbur, Jack Gelfand, ORSP		
	Create opportunities for faculty to develop multi-research teams for grant <u>writing and publication</u>	Number of collaborative projects will increase in 2012-13 by 5%	Shashi Kanbur		
	Development of NOYCE implementation grant proposal, in conjunction with CLAS, to expand opportunities for science and math majors to enter the teaching profession.	NOYCE Grant implementation Spring, 2013	SOE		
<a href="#"><u>Institutional Grant Priorities 2012-13</u></a>	Respond to NSF Cyberlearning RFP to create an optional pathway for initial certification student to be prepared to teach in virtual schools.	NSF Grant submission scheduled for December, 2012	SOE		
<b>2.2 Increase usage of innovative pedagogy and technology to improve student learning</b>	Bring in experts to work with faculty on improving WAC program	Support a Spring Writing Retreat focused on professional development in writing	Provost		



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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>2.2 Increase usage of innovative pedagogy and technology to improve student learning</b>	Provide professional development for faculty. Provide support for students for new Elluminate technology & lecture capture.	Increase number faculty developing synchronous online courses	SOE		
	Develop pilot program to prepare prospective teachers to teach in virtual schools.	NSF proposal submission by Fall 2012	SOE		
	Support librarian professional development and improve mentoring for instruction pedagogy.	Librarians more comfortable with classroom responsibilities.	Library Director		
<b>2.3 Support the maintenance &amp; development of College Centers and Institutes</b>	Identify two areas for development as designated Centers or Institutes	Increased academic programs and external funding opportunities	CLAS Dean, IPAC Director, & Chairs		
	Develop plans to create a student research center to be located in the residence hall	Improve collaboration of all student research throughout campus; centralize resources; engage residence halls	Research Foundation, Academic Affairs, Student Affairs		
<b>2.4 Encourage and recognize faculty who mentor students in scholarly activities.</b>	Develop award and recognition for faculty who mentor students in schoarlary and creative activities	Increase by 10% the number of faculty engaged in mentored research	Provost		

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<a href="#">2.5 Potential Online Programs 2012-14</a>	Support resource needs of academic programs including instructional design support, software, and training	Transition 150 courses to Blackboard, expand number of courses and programs online, develop modular courses and programs, provide tutor assistance, prepare students for virtual student teaching	Dean of Extended Learning and Staff, SOE		
<b>2.6 Produce scholarly research that advances knowledge and contributes to learning and the practice of fields of study</b>	Ensure that academically qualified faculty are reasonably distributed across programs by providing reassigned time	All academic programs should meet 60% AQ standard	SOB		
	Sponsor faculty research presentations	Four research presentations in the 2012-2013 academic year	SOB		
	Host international scholars-in-residence	Host four international scholars during the 2012-13 academic year	SOB		
<b>2.7 Develop an experimental classroom to increase use of technology in the classroom</b>	Design & implement experimental classroom	An initial design for a space where faculty can pilot new technologies for teaching and learning will be developed	CTAB, ITC, CTO, Instructional Support Director, Information Technology Council, FDC staff		
<b>2.8 Increase availability of faculty requested research resources</b>	Designate "new faculty" library funds for purchase of requested research resources in their areas of expertise	Enriched library collections; connection established with new faculty	Library		
	Expand "purchase on demand" programs.	Improved use of newly purchased materials.	Library		

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>2.9 Establish GA Job Board to expand and enhance graduate student placements</b>	Develop and launch on-line posting for GA & TA openings and student resumes	More efficient & effective placements	Grad Dean		

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**Goal #3: Increase and enhance a variety of experiential learning opportunities such as Co-ops, internships, problem-based learning, research and creative activities, community-service learning, and compacts with business, industry, non-profits and government agencies.**

<b>Connection to Oswego's Strategic Directions:</b>	<p><b>Intellectual Rigor:</b> Sharpen our focus on academic excellence by creating a vibrant intellectual climate rich with ideas, inquiry and discovery by providing students with meaningful experiences and opportunities that challenge them to reach their full potential as intellectually empowered, creative, thoughtful, responsible and productive persons.</p> <p><b>Engagement:</b> Unite and enrich the college community by offering, promoting and valuing individual and collective contributions to the common good and by developing closer and more collaborative ties and partnerships with the broader society.</p> <p><b>Solutions:</b> Give priority to developing knowledge and translating the expertise of our community of scholars in research, scholarship and creative activity to find solutions to the problems of our time.</p>				
<b>Connection to SUNY's 6 Big Ideas:</b>	<p><b>The Vibrant Community:</b> As other entities cut or loosen local ties, SUNY's role as an enduring enriching presence in communities becomes even more critical.</p> <p><b>Seamless Education Pipeline, SUNY Works:</b> SUNY sees education in New York State as a pipeline that extends from birth to retirement years—and finds ways to close the gaps that impede success.</p>				
<b>OBJECTIVE</b>	<b>ACTION</b>	<b>EXPECTED OUTCOMES</b>	<b>PERSON/UNIT ACCOUNTABLE</b>	<b>MID-YEAR PROGRESS</b>	<b>YEAR END RESULTS</b>
<b>3.1 Infuse experiential components into the curriculum</b>	Encourage instruction that incorporates discipline-based competencies required for student success in their chosen fields of study or profession	Curricular change (if necessary) New PSMs in Health Info and Tech Mgmt are in development. PSM in HCI & Chem are examples.	Provost, CLAS, SOB, SOE, SCMA, Grad Dean		
	O-RITE has established connections between 9 schools and community based organizations in NYC and Central NY to encourage college-community collaborations. O-RITE MAT students began placements in July 2012.			SOE	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<p align="center"><b>3.2 Provide opportunities for students to gain practical and out-of-class experience</b></p>	Expand partnerships with businesses and industry	Create Co-op opportunities for undergrad & grad students in new academic majors (Physics, Tech, Art, Comm St, VTP, English, PBJ) & 10 new placements	Provost,SOB, SCMA, CLAS, SOE, Director of Co-Op, Grad Dean		
	Promote faculty interaction with recruiters	Host six recruitment lunches in collaboration with Career Services	SOB		
	Continue hosting Alumni Symposium	Have 10 alumni participate in the Fall 2012 Symposium	SOB		
	Explore interdisciplinary project-based course for SCMA	Develop interactive course that allows SCMA students to explore social issues	SCMA Dean and chairs		
	Create programs in NYC and LA that allow students to explore career opportunities, develop co-op partnerships	Increase student interaction with industry professionals in all SCMA program areas	SCMA Dean		
	School of Education is expanding field placement opportunities beyond typical K-12 schools.	Place students in agencies such as Syracuse Educational Opportunity Center (EOC) and the Westside Learning Center	SOE		
	Implement discipline based GA writing tutor pilot program	Increased access to skilled writing tutors and improved writing skills of students seeking services	OLS, Cathy Santos		

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>3.3 Expand faculty mentored and individualized student experiences</b>	Outreach to McNair and Honors Program, collaborating with program directors and staff	Improved student research for culminating projects	Library Faculty		
	Identify new Global Laboratory Parnternships	Identify and place students in 3 new Global Laboratory sites in Summer 2013	Shashi Kanbur, Faculty, OIEP, RISE		
<b>3.4 Expanded student engagement with local schools</b>	Expand Mentor Scholar Program to High School	20 undergraduate-mentee matches	Mentor Scholar Coordinator		
	Adopt-A-School utilizing SCMA students and faculty	Identify possible options for Theatre and Comm Studies students	SCMA Assoc. Dean and Chairs		

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**Goal #4: Intensify our deliberate, ongoing commitment to social equity, diversity and internationalization.**

<b>Connection to Oswego's Strategic Directions:</b>	<p><b>World awareness:</b> Adopt an expansive understanding of the world in order to develop the capacity of students to be fully human: self-aware, self-governing and capable of respecting the humanity of fellow human beings.</p> <p><b>Solutions:</b> Give priority to developing knowledge and translating the expertise of our community of scholars in research, scholarship and creative activity to find solutions to the problems of our time.</p>
<b>Connection to SUNY's 6 Big Ideas:</b>	<p><b>The World:</b> We will nurture a culturally fluent, cross-national mindset and put it to work improving New York's global competitiveness.</p>

OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>4.1 Create a diverse academic community</b>	Continue to value diversity in the recruitment of faculty and staff	Offer workshops in Fall 2012 to prepare faculty for searches.	Cathy Santos, Deans, Chairs		
<b>4.2 Initiate opportunities to expand the English as a Second Language Program</b>	Explore additional recruiting opportunities abroad; seek grant opportunities to address needs in central New York	Proposal acceptance	Director of Academic Programs in Extended Learning; ESL Coordinator; Metro Center staff		
<b>4.3 Increase student interaction in cultural/social events on campus and within community</b>	Work with dept. chairs and faculty to identify opportunities to include and/or infuse into General Ed. Courses	Create an active learning environment on campus where faculty, staff and students explore the primal importance of the arts and how they are reflected in all aspects of society and daily life	Dean, Chairs, Associate Deans		
<b>4.4 Develop more international education opportunities for students</b>	Create at least one new course taught in another country. Establish scholarly relationship with global colleagues that result in ongoing research or scholarship	At least 1 new global course to be taught by Fall 2013	SOE		
		Submission of a global collaborative project for presentation or publication			

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<b>OBJECTIVE</b>	<b>ACTION</b>	<b>EXPECTED OUTCOMES</b>	<b>PERSON/UNIT ACCOUNTABLE</b>	<b>MID-YEAR PROGRESS</b>	<b>YEAR END RESULTS</b>
<b>4.4 Develop more international education opportunities for students</b>	Develop new education abroad courses / programs and align them with underrepresented disciplines/majors, institutional goals, and new faculty	New programs to be developed in majors such as CMA, PBJ, BRC, CSC, CHE	OIEP, Deans, faculty		
	Explore development of international program with Comm University of China	2+2 and full exchange programs	Provost, SCMA Dean, International Ed Director		
	Explore development of a CMA 100 course that includes international travel to events	Increased appreciation of international appeal of the arts	SCMA Dean/Associate Dean/Director of International Ed		
<b>4.5 Provide students with skills and knowledge for success in a multicultural world</b>	Provide professional mentors to underrepresented minority Accounting students	Increased student success and retention	SOB		
	Offer Career Opportunities in the Accounting Profession program to enhance diversity	Offer COAP Program in Summer 2013 to 25 students	SOB		
	As a SOE, we will identify and establish 1 new curricular/co-curricular global opportunity for students and or/faculty	Student teaching placements in Bolivia, Spring 2013	SOE		



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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<p><b>4.5 Provide students with skills and knowledge for success in a multicultural world</b></p>	<p>Increase outreach into secondary classrooms throughout NYS, community colleges in CNY, and first year program classes. Respond to the new TOC (Teacher Opportunity Corps) RFP, due Sept 2011</p>	<p>Increase under-represented students in SOE</p>	<p>SOE</p>		
<p><b>4.6 Expand the virtual computer lab (VCL) infrastructure</b></p>	<p>Increase the capacity of the VCL platform</p>	<p>The VCL will accommodate a greater number of simultaneous users</p>	<p>Instructional Technologies Asst. Director, VCL Project Lead</p>		
	<p>Increase the variety of applications available in the VCL</p>	<p>Students and faculty will have access to a greater array of software</p>	<p>Instructional Technologies Asst. Director, VCL Project Lead</p>		
<p><b>4.7 Provide computer hardware, software and associated technology (ex: scanners, flip cameras, webcams, ereaders) that support curricular and research needs of all students, regardless of personal financial circumstances</b></p>	<p>Increase the promotion and training opportunities to make more students and faculty aware of the VCL</p>	<p>More students and faculty will make use of the VCL</p>	<p>Instructional Technologies Asst. Director, User Support Asst. Director</p>		

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>4.8 Focus marketing &amp; recruiting of graduate students to promote diversity &amp; international student enrollment</b>	Enhance web materials and use of social media	Increase enrollment of students of color and international students by 5%	Grad Dean		
<b>4.9 Library will continue to provide course related technologies to all students, regardless of personal financial circumstances</b>	Continue purchasing, in collaboration with CTS, student-use desktops and laptops	All students will benefit from a technology-rich research experience. Circulation data from many devices will be used to evaluate popularity of each technology	Library		
	Investigate, evaluate and purchase associated technology such as iPod Touches and Camcorders.		Library		
<b>4.10 Strengthen library research collection on the topics of cultural and ethnic diversity, social equity and global studies</b>	Maintain emphasis on purchasing in these areas, for both special grant monies and library funded acquisitions	Enhanced research resources available in these areas of focus	Library		
<b>4.11 Increase matriculated and fee-paying international students</b>	Enter into four new articulation agreements with international universities in key target areas	Increase applications of international students by 10% in Fall 2013	OIEP, Deans		
	Manage existing articulation relationships through internship placements, co-ops, and alumni events	Begin developing new programs and services for international students and alumni in key target countries	OIEP, Alumni Relations		

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<p align="center"><b>4.11 Increase matriculated and fee-paying international students</b></p>	Expand COIL programs on campus	Offer 4 new COIL courses	CLAS, SOE, SOB, SCMA		
	Negotiate a 2+3 agreement in Accounting with the Shanghai Institute of Foreign Trade	Increase international student enrollment and increase international accounting placement	SOB		
	VTP continues to work with colleagues in Nigeria to prepare COIL opportunities for university students in both nations.	Offer 1 new COIL course	SOE		

## ACADEMIC AFFAIRS ANNUAL GOALS 2012-13

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**Goal #5: Increase and enhance a variety of engagement opportunities situated in the community.**

<b>Connection to Oswego's Strategic Directions:</b>	<p><b>Engagement:</b> Unite and enrich the college community by offering, promoting and valuing individual and collective contributions to the common good and by developing closer and more collaborative ties and partnerships with the broader society.</p> <p><b>Solutions:</b> Give priority to developing knowledge and translating the expertise of our community of scholars in research, scholarship and creative activity to find solutions to the problems of our time.</p>
<b>Connection to SUNY's 6 Big Ideas:</b>	<b>Entrepreneurial Century:</b> We will cultivate entrepreneurial thinking across our entire learning landscape, helping new and existing businesses innovate, prosper, and grow.
	<b>The Vibrant Community:</b> As other entities cut or loosen local ties, SUNY's role as an enduring enriching presence in communities becomes even more critical.

OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>5.1 Expand service-learning and promotion of regional well-being through campus-community linkages and outreach</b>	Create expanded opportunities for community based undergraduate research	Increase the number of community-based research experiences offered per academic year	Provost, Deans, Mentor Project Coordinator		
	Continue faculty development in the pedagogy of service-learning opportunities and integrate service-learning assignments into existing classes	Increase attendance at workshops on service learning pedagogy	Service Learning Coordinator, Mentor Project Coordinator, CELT		
<b>5.2 Continue working with Oswego County Department of Social Services for staff professional development opportunities</b>	Develop and implement yearly needs assessment; implement requested programs	Evaluations from professional development programs	Contract Manager at Phoenix Center		
	Seek new clients; develop new programs	Increase number of participants	Metro Center and Phoenix Center staff		
<b>5.3 Expand and improve collaboration with area K-12 public schools</b>	Aspire Higher with Oswego City School District	Enrollment and impact on students	Dean of Extended Learning and staff		

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>5.3 Expand and improve collaboration with area K-12 public schools</b>	Increase enrollment in high school programs	Increase student participation in Aspire Higher (Oswego School District); Language in the High Schools, and History in the High Schools	Extended Learning Staff		
	Through BOCES School Library Council representative, collaborate with teachers in area high schools to offer a college level research experience.	Research success for high school students, raised awareness of SUNY Oswego.	Library		
	Outreach to school faculty and high school students with offer of complimentary use of Penfield's resources	Engagement with area K-12 school teachers and students in supporting their teaching and scholarship	Library Faculty		
	Consortium for Education Pipeline	Identify partners, develop mission	Mentor-Scholar Coordinator		
<b>5.4 Provide educational bridge program opportunities in the Central New York region</b>	Create a Co-op Advisory Board	Initial Board meeting Spring 2013	Co-Op Director		
	Continue to offer Metro Center and online MBA courses.	Increase enrollment in online and Metro Center courses by 10%	SOB		
	Develop a MBA~ Health Service Administration program.	Program proposal approved by Campus Governance by March 2013	SOB		
	Science outreach to the community	Implement floating lab project fall & spring	Mentor-Scholar Coordinator		
<b>5.5 Provide programs that support regional economic development</b>	Enhance Risk Management and Insurance Program	Create two new internship opportunities, Expand enrollment by 5%	SOB		
	Create new Advisory Board for SMCA	Initial meeting of Board Spring 2013	Dean, Chairs, SCMA		

**ACADEMIC AFFAIRS ANNUAL GOALS 2012-13**

as of 9/7/12

OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS
<b>5.6 Provide programs addressing the needs of the local community</b>	Provide free income tax assistance to low and moderate income households through the VITA program	Complete 300 returns for 2012 tax year	SOB		
	Facilitate MoneySmart program	Offer financial literacy programs in local schools	SOB		
	Increase community involvement in educational outreach programs.	Minimum of 2 events for Mentor-Scholar families	Mentor-Scholar Coordinator		
<b>5.7 Expand partnerships with regional businesses</b>	Develop advisory boards, co-ops, class resarch projects, Festa Fellowships	Enhanced collaboration with business community and agencies and sponsorship for our programs	Provost, Deans, and Chairs		