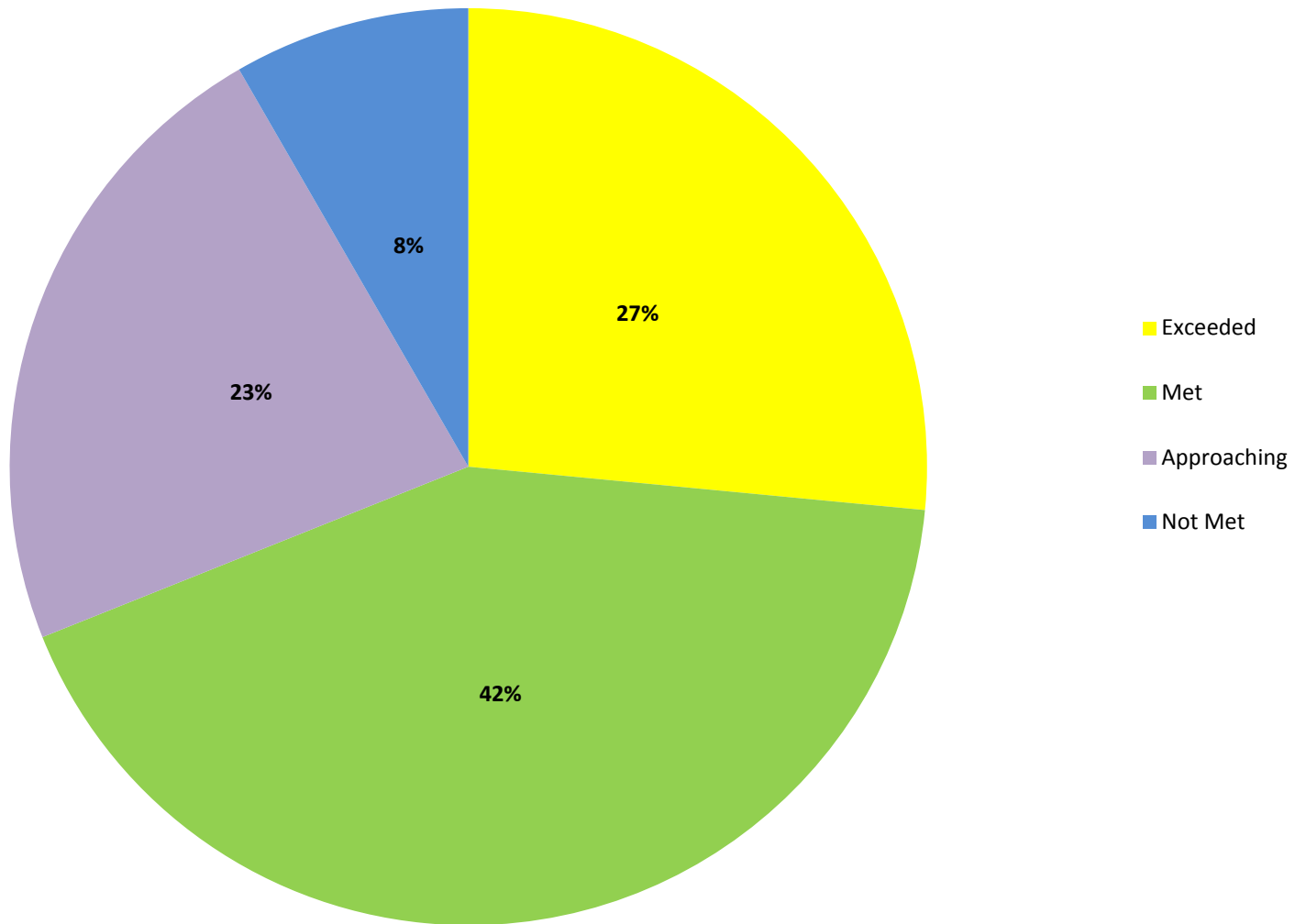


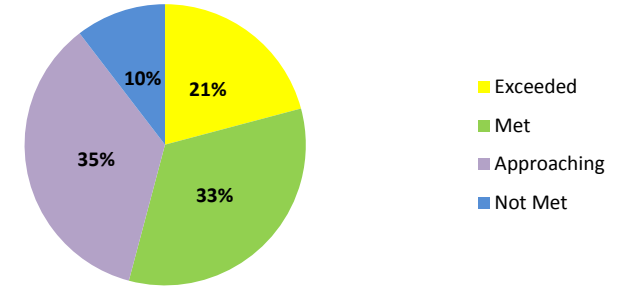
Academic Affairs Goals 2012-13



**ACADEMIC AFFAIRS ANNUAL GOALS 2012-13
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Goal #1: Based on assessments, support innovation and improvements in the curriculum to promote academic rigor and student success.

Connection to Oswego's Strategic Directions:	Vitality: 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. Intellectual Rigor: 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.
Connection to SUNY's 6 Big Ideas:	Seamless Education Pipeline: 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.



OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
1.1 Assessment and continuous improvement of existing programs (when shown to be effective, increase use of instructional technology)	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	<p>Library: Information literacy tutorial improved; tri-annual assessment of basic skills pending. Grad Off will meet with Brad Wray within this semester to discuss program assessment. Developed job Placement Survey to be implemented in 2013. IRA-Completed 2011-12 cycle and an executive report has been shared with Provost, campus community, and at FA. Request for 2012-13 report has been sent to the deans/chairs. Additional training is provided via AAC web page and presentation at chairs meeting (e.g. CLAS). Provost granted faculty rewards for assessment engagement/contribution.</p> <p>Faculty fellow program proposal has been approved by Provost. The budget proposal for faculty assessment training has been approved by Provost. Organized a full day workshop (Barbara W.) with emphasize on selected programs (English and Bio) and new faculty training. CLAS ~Meeting with Brad Wray and CLAS Dean ~Department meetings with Barbara Walvoord (BIO, ENG) ~Brad Wray presentation to CLAS chairs</p>	<p>Student Learning Outcome: Completed a summary report, developed a web-based maintenance system, redesigned the annual assessment reporting form. Developed a new Gen Ed Assessment System. Grad programs plan in progress. Worked with a variety of programs to support their assessment activities, professional development programs including Assessment Fellow. Supported SOE NACATE review preparation. The SOB modified its assessment schedule so that all learning goals for UG and graduate programs are assessed every other year. The faculty will make appropriate curricular and program changes during the intervening years. All goals were measured during the 2012-2013 AY. Grad office held assessment workshop with program directors, most programs completed their assessment. Job placement survey is developed and will implemented over the summer.</p>	Approaching	

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1.1 Assessment and continuous improvement of existing programs (when shown to be effective, increase use of instructional technology)		Evidence from 2012 departmental learning outcomes reports will be used to improve programs		CLAS ~MAT303 is offered for the first time in Sp 2013 to address student outcomes and the transition to MAT330 and MAT347 ~Anth & Soc revising programs based on outcomes and last year's self-studies.		Met	
	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	Two campus wide workshops held in Fall 2012 and January 2013 on improving student writing and assisting adjunct faculty with student writing. Barbara Walvoord facilitated the workshops following activities to take place in spring 2013. Reviewed general education assessment cycle and identified new timeline for assessment of learning goals.	Campus-wide and dept. level workshops held on student writing. Faculty writing fellow assisted SOB.	Exceeded	Considering expansion of the Faculty Fellows Writing Program to other schools
	Support department assessment retreats at Metro Center	Close the loop on student learning outcome assessment and potentially increase course offerings at Metro Center	Provost	Several academic departments held retreats at the Metro Center in January 2013. Additional assessment retreats will be held in May 2013.	Numerous depts. and divisions held assessment retreats at the Metro Center	Exceeded	Continue to encourage assessment retreats at Metro Center
	Review Accounting Curriculum	Enhance CPA pass rates on the BEC section	SOB	Curriculum reviewed but awaiting results from 2012 exam before implementing curriculum changes	Curriculum reviewed but awaiting results from 2012 exam before implementing curriculum changes	Approaching	
	Review Finance Curriculum	Align curriculum with CFA Program	SOB	Curriculum reviewed but awaiting results from 2012 exam before implementing curriculum changes	Curriculum changes still awaiting Faculty Assembly review.	Approaching	
	Review School of Business Ethics Program	Review Ethical and Professional Standards and Ethical Primer; enhance ethical coverage across business curriculum	SOB/CLAS	Dr. Laura Papish, PHL & the School of Business Ethics Coordinator, is working with a faculty committee to review and enhance the School of Business Ethics Program	Primer Updated, Workshops offered to faculty, Accounting program requires Business Ethics course	Met	
	Prepare for the AACSB 2012 maintenance of accreditation review	Host AACSB Review team October 14-16, 2012	SOB Dean	AACSB Review Team visited campus on October 14-16.	AACSB Review Concluded, Sixth Year Review Report due October 15, 2013	Approaching	Submit final report in October
	Assess ethics in MBA program; implement EBI student survey in the undergraduate program	Assessment of two learning goals	SOB Dean	Assessment of UG critical thinking, core knowledge and international understanding implemented. Results to be reviewed in Spring 2013. MBA core concepts to be assessed in Spring 2013	Assessment instruments implemented for all undergraduate and graduate learning goals	Met	

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1.1 Assessment and continuous improvement of existing programs (when shown to be effective, increase use of instructional technology)	Assess and plan for improvements in electronic library resources. Conduct comprehensive review of currently held electronic databases and ebook collections.		Library	Database review is underway.	Examined use and content of all databases; cancelled three because of low use and/or overlap with other resources. Began one year subscription to Naxos Music Library.	Met	
	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	OLS--Semester summaries are available for all courses tutored. Summaries include: pass/fail rates, grade comparisons of tutored/non tutored students, GPA of tutored/non-tutored; graded enrollments/ total # enrolled, Tutoring services	1. Attended curriculum assessment workshops at the NCORE (National Conference on Race and Ethnicity in Higher Education) conference.	Approaching	1. meetings with deans of all divisions to discuss assessment of curriculum. 2. conduct a campus climate survey to determine baseline
	Evaluate Evening degree programs	Review current and potential part-time study opportunities	Director of Academic Programs in Extended Learning and Academic Planning Coordinators	EL--will remove Information Science from evening degree list	Staff transitions and reassignments delayed formal process.	Approaching	
	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	CTS working with Metro staff to identify faculty to test an actual course from both sites, exploring other sites we can connect with. System has limited functionality; working to improve.	No major change	Not Met	
	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	Academic planning coordinators working with marketing coordinator on message strategies; submitted proposal for high school students in India; exploring accepting two interns from HUFSS for ESL	Registration opened earliest this year than previous years. Continuing efforts with India program and HUFSS. Also possibility with Chengdu emerging. Using electronic media for messaging. No action on market study; staffing emergency in SoB impacted assignments.	Approaching	
	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	Writing tutoring was made available in Rich hall. 2 tutors were identified and trained to work with business students. New initiatives are in discussion to better accommodate this effort--CS. Identified potential collaborating departments; planning in spring for upper level assessment 2013-14.--Lib	Library: Arrangements made for 2013-14 assessment of upper division information literacy outcomes, ideally in collaboration with History faculty.	Approaching	
	Develop plan for sustainable assessment of library instruction and resources.	A portfolio of current and planned assessment tools	Library	Plan completed fall 2012.	Two plans completed, one for information literacy learning outcomes and one for library institutional effectiveness.	Met	

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1.1 Assessment and continuous improvement of existing programs (when shown to be effective, increase use of instructional technology)	Seek final approval for Technology minor, Fall 2012	Approved by Faculty Assembly, Fall 2012	SOE	Tech Minor has completed governance process & will have final vote at FA in 1st or 2nd mtg. of spring 2013. Marketing campaign has begun (mtgs. w/appropriate dept. chairs and fac. advisers). One student has already unofficially enrolled.	Tech minor approved by FA and signed off by President Stanley. Three students have declared the minor, effective Fall 2013.	Exceeded	Developing marketing plan
	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	Collaborating with SCALE to present workshops to faculty. First workshop (Acad Language) held 12/12/12. Scoring workshop to be held in February 2013. Additional workshops will be presented in late spring 2013 and summer 2013. We are participating in edTPA pilot during Spring 2013 semester.	C&I: TWS modified to better reflect edTPA preparation; all Student Teachers & candidates will complete edTPA pilot in Fall 2013; dept presented multiple edTPA trainings for edTPA implementation including Acad Lang webinar. ~ Tech: Implementing edTPA Field Test in Fall 2013 for all candidates and supervisors; revising the Student Teaching Handbook~~ VTP: Specialized training for all adjuncts being developed	Met	Summer-Fall 2013: Targeted training for all supervisors and adjuncts in all 3 teacher certification dept.
	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	1. 10 SOE workshops completed in Fall 2012. Additional workshops will be held in Spring 2013. 2. Implemented majority of key assessments (embedded signature assessments, ESAs) across all 6 depts. These assessments are being used to write our SPA "response to conditions."	Faculty wide Tk20 training (on campus) in May 2013; Marcia and Abby attending Tk20 conference in June. HPW: Full compliance w Tk20~~ Ed Admin: Will be in full compliance with Tk20 end of summer.	Met	Continue training faculty; continue to use Tk20 for assessment and accreditation reports
	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	Jogy Das (Assoc. Dean of Accreditation and Assessment) & Michael LeBlanc (Chair, CPS) are completing self-study; to be submitted March 2013.	Self-study in progress	Approaching	Submit Self Study in Sept 2013

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1.1 Assessment and continuous improvement of existing programs (when shown to be effective, increase use of instructional technology)	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	Working with IR, data is being compiled across all 6 SOE depts. Target completion date is March, 2013 although submission is not due until Aug 2013. SPA data is being analyzed within departments and changes have been made to key assessments (embedded signature assessments, ESAs). SPAs will be submitted by appropriate dates.	All C&I Response to Conditions (SPA revisions) but 2 submitted March 2013. Accreditation visit scheduled for April 13, 14, and 15, 2014.	Met	Last two Response to Conditions (SPAs) (CE and Science) will be submitted in August 2013. Institutional Report (IR) will be submitted by August 2013.
1.2 Develop and submit new academic program offerings	Work with SCMA faculty on Digital BA program curricular goals	Submit core courses to UCC and program proposal to APC and PPC	SCMA	Curricular proposal has been submitted to departments for comment.	CMA 495, 498 and 499 approved. Final program proposal goes to SCMA depts for vote this fall.	Approaching	
	Submit Branch Campus Application for Metro Center	14 academic program offerings for the Metro Center	Academic Affairs led by Extended Learning	Application submitted to SUNY 7/24/12, BOT approved the resolution on 12/17/12, proposal delivered to SED on 1/29/13.	Application currently under review by NYS Department of Education	Met	
	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	See above: Work on audio major in music continues	Program proposal has been submitted to NASM for accreditation approval. If approved, proposal will be submitted to UCC this fall. Nothing for EL to coordinate.	Approaching	
	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	There has been some support for the certificate. The committee will re-explore its possibility. EL ready to assist	SCMA dean approached faculty member to consider shepherding program. Faculty member considering. Grad--The discussion are continuing and has not turn into action yet.	Not Met	
	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	MA in Professional Comm with three tracks is in development: Health, integrated media, strategic comm.	Courses were approved by Grad Council this year. Letter of Intent draft to be completed by 8/20/13, waiting for faculty approval. Work on the degree application continues. Grad--MA Prof. Comm. is in development, and will be submitted for campus approval in Fall 13.	Approaching	Letter of Intent to be submitted for review.

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1.2 Develop and submit new academic program offerings	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	No action taken	No action taken	Not Met	
	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	Clinically Rich Program development, mandated accreditation analyses and report preparation has taken precedence.	NA	Not Met	NA
	Develop curriculum for MBA Health Service Admin		SOB & Grad Deans	MBA/HSA is submitted to grad council	MBA/HSA approved by Faculty Assembly, submitted to SUNY for review	Met	Market program and enroll students
	Develop curriculum for Health Info Systems PSM and Forensic Sci Grad Cert		CLAS & Grad Deans	CS is working on HIS PSM degree to submit this semester. Forensic is put on hold for now.	HIS PSM is still under development and be submitted in fall 2013.	Approaching	
	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	VTP working collaboratively w/appropriate CLAS & SCMA dept chairs to ensure students aware of double major opportunities. Chairs of Comm Studies, Art, & Theater have encouraged several students in this direction. Ed Admin: developing certificate program to support educational leaders in India.	VTP: 2 double majors completing joint VTP/content specialty degrees~~~ Ed Admin: A professional development program for principals and teacher leaders has been submitted to our Indian colleagues for their approval	Met	VTP: Continue working w CLAS and SCMA. Ed Admin: Upon approval from India, professional development program will be ready to implement with the potential of developing a fully accredited program in the future.
	Develop Professional Masters (PSM) in Technology Management, Fall 2012	Forming a Program Advisory Committee. Submitting Spring 2013	SOE	Tech Mgmt PSM currently on hold through summer 2013 due to renovations of tech labs.	Dept working on pgm revisions for BS in Tech Mgmt. Anticipate will go through campus governance in Fall 2013. Three new dual-enrolled (ugrad/grad) courses have been developed; 1 course is in revision. Pgm Advisory Comm is being formed.	Approaching	Pgm development & preparation for campus governance Fall 2013
	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	Non-certification MS-SE (Master of Science-Studies in Education) approved by C&I. Will be reviewed by SOE FC in February. Once FC approval received, program will move forward to Grad Council, APC, and FA.	Approval received from SOE FC. Going through governance process now.	Approaching	Continue sheparding through governance to implement by Spring 2014

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1.2 Develop and submit new academic program offerings	Implement GE21 for a fall 2013 start	Transition courses in general education 2000 to GE21. Modify policies to create a smooth transition. Ensure implementation of World Awareness and infusion of Computer Information Literacy. Communication campaign to ensure faculty, staff, and students are aware of this transition.	Associate Provost, General Ed Director, General Ed Council	Two important policy addendums to GE21 was successfully passed by faculty: 1) adopt a policy to allow for change to GE21 to be retroactive applying not only to all incoming students but also to all returning students as well. 2) Eliminate the Non-Western category allowing World Awareness to become the equivalent category to the SUNY Other World Civilization category. Transition workshop for GE21.	GE21 Transition workshop was delivered to advisors during Winter Breakout. We worked with many departments and individual faculty to bring their courses forward for approval for World Awareness. We have exceeded expectation for seat generation in this category by more than 25%. All other categories have more than adequate seats for fall 2013. The majority of departments have an approved Computer Information Literacy infusion plan or have a curriculum modification in the pipeline. Catalog has been modified to reflect this change.	Exceeded	
Graduate Program Priorities 2012-13	Technology department is developing a specific pathway for Peace Corps Masters	Submitting and seeking final approval from Graduate Office Fall 2012	SOE	Program option for PCM is being developed within the existing Tech Management program structure. Grad Off--Specifics about how to establish Peace corps has been communicated and will be included in the Tech Management PSM	Dept is committed to creating PCMI track in MSED and is preparing pgm revision for governance in Fall 2013. PSM in Tech Management being developed for PCMI integration.	Approaching	Finalize pgm proposal and revisions for submission to campus governance in Fall 2013.
	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	MOU signed in Nov 2012; Met with Biology and Chemistry advisers at ESF in Dec 2012 to introduce O-RITE and other MST programs. Scheduling ESF campus visit to meet with students.	3 ESF Students enrolled in Cohort 2 (2013-2014)	Met	Continue to work w ESF to encourage their grads to enter MST programs
1.3 Develop more flexible and creative models of program delivery in undergraduate and graduate programs	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	Music Dept has identified other undergrad priorities and has decided not to pursue this at this time.	NA	Not Met	

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<p>1.3 Develop more flexible and creative models of program delivery in undergraduate and graduate programs</p>	<p>Implement alternative scheduling at the Metro and Phoenix Centers</p>	<p>More options for students; increase facility usage</p>	<p>Extended Learning in collaboration with graduate dean and department chairs</p>	<p>Courses for the new health certificate program will be offered at Metro Center. EL--Continue to encourage faculty at many meetings to explore shorter sessions and hybrid formats. CLAS ~Political Science is developing an online POL course offering. Chair has spoken to the Provost about instructor expectations, training timeline, administrative support and other relevant issues. ~On the development of online learning: the process of turning HIS 230: Western Heritage I into an online course offering scheduled to debut this summer has begun. ~To address the needs of the class of 2025, the History Department is initiating a "Taskforce for the Future of History" to discuss the development of new courses, platforms, and procedures to meet the demands of changing technology, demographics, and student needs. A group of us would like to hold a retreat at the Metro Center for that purpose</p>	<p>Continuing to work with Graduate Office and department chairs. Metro Center usage increased. Collaborative marketing efforts with Graduate Studies for new programs implemented and appear to have positive impact. Graduate courses are scheduled at Metro center for Health programs, and other graduate programs for fall.</p>	<p align="center">Met</p>	

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1.4 Promote student retention and success	New student learning centers	Increase use in services in res. halls, academic buildings, city library	OLS, Res Life	Tutoring and writing available in Johnson and Hart Halls.	<p>1. Sunday walk-in tutoring was implemented during the spring 2013 semester for 25 courses in addition to the scheduled tutoring sessions in Mahar Hall.</p> <p>2. a) The Writing Center added 2 additional rooms and was able to expand the number of tutors on duty.</p> <p>b) STAR-NY, an on-line writing tutoring program was also added.</p> <p>c) Graduate students provided writing tutoring in Hart and Johnson Halls for international and first year students respectively.</p> <p>3. Tutoring in Rich Hall was discontinued for the spring semester as the data indicated low usage by students.</p> <p>4. Penfield Library continues to support math tutoring efforts</p>	Exceeded	<p>1. 80% of the current tutoring operation will be redesigned to provide walk-in services throughout the week to provide access and flexibility that will meet student's needs. Small group tutoring will be provided on a limited basis.</p> <p>2. Writing Center Initiatives</p> <p>a. Recruit graduate students in the sciences for writing tutoring</p> <p>b. Information for STAR-NY will be sent to all distance learning students for on-line writing tutoring assistance.</p> <p>c. TESOL student has been hired for the writing center to work with international and ESL students</p> <p>d. mplementation of "My Foundations" software in the Writing Center to supplement writing skills</p> <p>e. Expansion and relocation of the Writing Center to the first floor of Penfield Library</p>

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1.4 Promote student retention and success	Monitor student retention and attrition	Customized services, Tutortrac	OLS	Semester summaries are available for all courses tutored. Summaries include: pass/fail rates, grade comparisons of tutored/non tutored students, GPA of tutored/non-tutored; graded enrollments/ total # enrolled,	Tutortrac information was used to determine what changes needed to be made to provide adequate services to students. To accommodate more students, walk-in services were expanded to Sunday, and additional tutors were scheduled. Although tutoring attendance numbers are typically lower in the spring, there was continuity in the students seeking services. There was a slight increase in faculty referrals.	Approaching	Beginning fall 2013, 16 blocks of courses will be offered on a walk-in basis. Courses will be grouped together by discipline, with multiple tutors assigned to each session. The goal is to increase the number of hours tutoring is available by scheduling sessions at staggered time periods throughout the week. OLS staff will be working with Institutional Research to make better use of the data available to determine next steps. OLS is also part of the pilot program using Starfish as a means of communicating with students about available services. Finally, OLS has revised the "Tutoring Services Request" process so that students are provided with immediate information about the times and locations of walk-in tutoring, as well as have the capacity to schedule one-on-one appointments

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<p>1.4 Promote student retention and success</p>	<p>Maintain and expand effective academic support services to academic bldgs., res halls, and library</p>	<p>Improve student success, sense of belonging, retention, graduation, persistence to grad school</p>	<p>OLS</p>	<p>Tutoring services were available in Rich Hall, Penfield Library, 3 residence halls, and the campus center. Final exam study sessions were offered in 20 courses. Spring semester tutoring available in Mahar Hall based on analysis of Tutortrack data. Tutoring for 20 courses will be available from noon to 6 on Sundays in Mahar Hall including drop-in tutoring.</p>	<p>1. Sunday walk-in tutoring was implemented during the spring 2013 semester for 25 courses in addition to the scheduled tutoring sessions. 2. a) The Writing Center added 2 additional rooms and was able to expand the number of tutors on duty. b) STAR-NY, an on-line writing tutoring program was also added. c) Graduate students provided writing tutoring in Hart and Johnson Halls for international and first year students respectively. 3. Tutoring in Rich Hall was discontinued for the spring semester as the data indicated low usage by students. 4. Penfield Library continues to support math tutoring efforts</p>	<p>Exceeded</p>	<p>1. 80% of the current tutoring operation will be redesigned to provide walk-in services throughout the week to provide access and flexibility that will meet student's needs. Small group tutoring will be provided on a limited basis. 2. Writing Center Initiatives a. Recruit graduate students in the sciences for writing tutoring b. Information for STAR-NY will be sent to all distance learning students for on-line writing tutoring assistance. c. TESOL student has been hired for the writing center to work with international and ESL students d. Implementation of "My Foundations" software in the Writing Center to supplement writing skills e. Expansion and relocation of the Writing Center to the first floor of Penfield Library</p>

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1.4 Promote student retention and success	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	DegreeWorks progress is right on target. Functional Committee has met every week since early fall working through policy and interface questions. All advisement coordinators have met with Jerret and his staff to review how their majors are implemented in DegreeWorks. We will be opening access to the product on February 1 to all incoming transfer students for fall 2013 as they will no longer be receiving CAPP reports. Later in February the product will be available to all faculty for review with regular open-lab time to assist faculty learn to use the system. The system will then become available to students in March well before Advanced Registration for Fall 2013.	IRI--Retention: Provided a series of reports to profile FR retention focusing on overall retention as well as groups such as JH residents, undeclared students, students from certain geographic areas (e.g. NYC, LI), EOP, and students involved in particular activities (e.g. employment, varsity, learning community, etc.). Assoc Prov: Fully implemented DegreeWorks. CAPP has now been retired. All majors, minors, Gen Ed and other requirements have been implemented at the undergraduate level.	Exceeded	Work to implement Degree Works at graduate level.
	Assess success of adjunct faculty orientation program	Continue or modify adjunct future orientation programs	Assoc Provost and Assoc Deans	Excellent results when assessed adjunct Orientation. We will limit some aspects per reaction of attendees such as presentation by HR. This information has already been moved to the web in the New Faculty Orientation site. We repeated the Orientation before classes began in Spring. This group was smaller but almost every single person made the point of speaking to me and thanking us for doing this for them; we will survey this group as well. Julie and all other Associate and Assistant Deans did a great job.	Repeated presentation in spring to a group of 10 adjuncts. They loved the presentation and the attention.	Exceeded	

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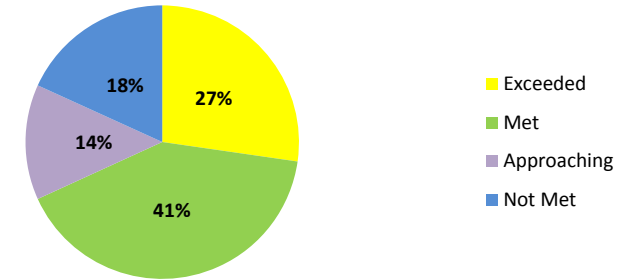
OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
1.4 Promote student retention and success	Provide tutoring and faculty support	Improve student writing outcomes in the School of Business and across campus. Move towards a drop-in writing center.	SOB, OLS, WAC	Writing tutoring was made available in Rich hall. 2 tutors were identified and trained to work with business students. New initiatives are in discussion to better accommodate this effort CS	Writing Fellow and writing tutors for School of Business made available to faculty and students. 1. An evaluation of the fall 20102 semester resulted in discontinuing tutoring services in Rich Hall for sp 2013. Reasons for this decision included: poor student attendance; tutor availability; student demand for services is more focused on cognate courses; need to improve advert-ising and marketing of services available 2. To address the discontinuation of services in Rich Hall, Sunday walk-in sessions were added to the schedule and additional tutors were hired. 3. Additional hours of walk-in tutoring for writing was added to the schedule.	Exceeded	1. Increase collaboration between OLS, WAC fellows, and academic departments to discuss and implement best, discipline specific, practices. 2. Increase faculty participation in the "Write Ways" workshop series sponsored by the OLS Writing Center.
	Organize & improve services to veterans and active duty military on campus.	Improved services for veterans will lead to increased number of veterans enrolled and higher student satisfaction; consolidate information; update web pages; military friendly designation	Provost Office, Extended Learning in collaboration with Financial Aid and Student Affairs	New campus committee formed to assist veterans under the leadership of Ben Parker, Veteran's Coordinator. A more coordinated effort will take place to ensure compliance with new federal mandates and meeting the needs of veterans and active duty students. Campus was named "Military Friendly Campus" in January 2013.	Ben Parker appointed as Veteran's Coordinator. Increased inquires from campus offices and veterans. Applying for additional military friendly designations. Monitoring federal mandates; Ben attending state wide veterans' information programs.	Exceeded	
	Promote to faculty the information literacy resources available through Penfield Library.	More use of the online Lake Effect Research Challenge; course faculty/librarian discussions about "information literacy infusion plans"	Library	Letter to chairs offered support for information literacy component of GenEd21; one responded with enthusiasm for expanded library instruction. Liaison and other contact to promote.	Several faculty participating in the information literacy assessment used the worksheet results in their classes for a grade. "Infusion plan" updates are pending changes in national standards.	Met	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
1.4 Promote student retention and success	Improve library connections with first-year students.	New students comfortable with the library and with seeking research help	Library	Developing new programming for first-year students.	Library programming included: 1) Welcome Table; 2) Student Success Fair; 3) Game Day ; 4) Librarian in Johnson Hall (Thursday evenings); 5) Workshops in Hart and Johnson Hall; 6) Library tours for new international students	Met	
	Improve pre-registration process for matriculated international and exchange students	Easier transition for incoming international students leading to higher student satisfaction.	Assoc. Provost, OIEP & Registrar	New pre-registration program put into place for matriculated and exchange students. Far fewer problems at orientation as a result of new system.	More fine tuning done about the pre-registration process for exchange students. The process worked very well for matriculated students.	Met	

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Goal #2: Support faculty with mechanisms of support to enhance their teaching and scholarship.	
Connection to Oswego's Strategic Directions:	Vitality: 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. Intellectual Rigor: 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.
Connection to SUNY's 6 Big Ideas:	Seamless Education Pipeline: 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.



OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
2.1 Facilitate and support faculty efforts to obtain external grants	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	Comparing the situation now to the equivalent time in FY 11-12, we have submitted .73 as many grants and been awarded .7 as many grants with .67 of the funds from 11-12 already awarded. Hence we are on track to increase grants submitted and awarded by 5% for 2012-13. CLAS Four of seven Early Start program participants have submitted grant applications. One participant has submitted a letter of intent.	\$5.3 million in external grants - an increase of 14% over last year. A 27% increase in Academic Affairs.	Exceeded	Encourage resubmission of Early Start Grants.
	Create opportunities for faculty to develop multi-research teams for grant writing and publication	Number of collaborative projects will increase in 2012-13 by 5%	Shashi Kanbur	Obama-Singh and USAID grant efforts have identified a core group of people in Education, STEM and Business who can work on problems/grants in energy/education areas (Spindler/Ogwo/Tripathi/Winds Tamm/Sime/Contento/Hernandez/Laundre). CASPeR (Taylor/Dighe) is working on a multidisciplinary project dealing with violence in schools - with the help of the Community Development Office. Global Lab has resulted in a number of "new teams" and projects: Tavares/Schofield (HCI), Barbosa/Steiger (Meteorology), Chu/Olson (Physics Education). Other new projects include Hromalik/Kanbur/Singh Computer Science and Astronomy (Gaia, EM algorithm and astronomical data reduction, Principal Component Analysis). Math/Economics/Physics faculty interested in quantitative analysis of success of educational programs. Have yet to establish a baseline of multidisciplinary projects on campus.	Interdisciplinary teams: Barbosa/Steiger, Nanthakumar/Kanbur, Hromalik/Kanbu, Tavares/Schofield, Bendinskas/MacKenzie, Chu/Olson, Olson/Kanbur, Spindler/Ogwo/Tripathi, Taylor/Dighe amongst others	Met	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
2.1 Facilitate and support faculty efforts to obtain external grants	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	RFP for NSF Noyce Teacher Scholarship has been reviewed. Collaboration with CLAS has been confirmed. Grant proposal will be submitted by March 20, 2013 deadline. CLAS representatives to the Noyce committee learned of changes in the NYState testing program for new teachers, Nov. 2012.	RFP submitted for Noyce has been submitted; we are awaiting response from NSF.	Met	If we are funded, implement project. If we are not funded, revise and resubmit grant in next cycle.
Institutional Grant Priorities 2012-13	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	Virtual school collaborator withdrew days before proposal was due to be submitted. Exploring alternate VS school collaborations to allow for next round submission.	Collaborator withdrew. We are exploring other options for potential submission next year.	Not Met	Explore grant opportunities to prepare teachers for virtual schools
2.2 Increase usage of innovative pedagogy and technology to improve student learning	Bring in experts to work with faculty on improving WAC program	Support a Spring Writing Retreat focused on professional development in writing	Provost	In process of planning a spring breakout session for May.	Planning for workshops in development	Met	Fall workshop planned
	Provide professional development for faculty. Provide support for students for new Elluminate technology & lecture capture.	Increase number faculty developing synchronous online courses	SOE	O-RITE Faculty have completed ELLUMINATE PD and all O-RITE students have completed ELLUMINATE training to prepare them for using ELLUMINATE for synchronous and asynchronous coursework. Four synchronous on-line courses and one hybrid course have been completed; three additional synchronous courses will be introduced during spring 2013 semester.	10 C&I Faculty completed Elluminate training; 3 additional synchronous online courses in progress.	Met	2nd O-RITE cohort begins July 7, 2013 (N=23). Additional C&I Faculty will be trained to use Elluminate.
	Develop pilot program to prepare prospective teachers to teach in virtual schools.	NSF proposal submission by Fall 2012	SOE	Virtual school collaborator withdrew days before proposal was due to be submitted. Exploring alternate VS school collaborations to allow for next round submission.	NA	Not Met	
	Support librarian professional development and improve mentoring for instruction pedagogy.	Librarians more comfortable with classroom responsibilities.	Library Director	Two librarians accepted for regional library instruction institute in spring; technology workshops provided.	Very strong librarian conference/workshop attendance for instruction pedagogy this year.	Exceeded	
2.3 Support the maintenance & development of College Centers and Institutes	Identify two areas for development as designated Centers or Institutes	Increased academic programs and external funding opportunities	CLAS Dean, IPAC Director, & Chairs	Active Aging Center, Wireless Innovation Lab, Digital Humanities Program Development	Established Active Aging Center and Wirelese Innovation Lab	Met	
	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	No Progress.		Not Met	

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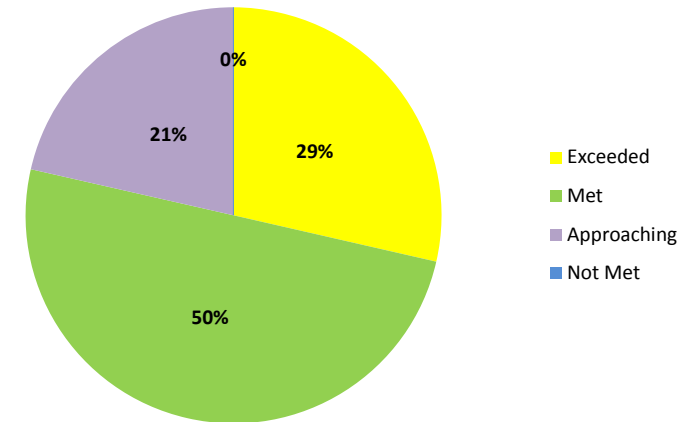
OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
2.4 Encourage and recognize faculty who mentor students in scholarly activities.	Develop award and recognition for faculty who mentor students in scholarly and creative activities	Increase by 10% the number of faculty engaged in mentored research	Provost	Three Provost Faculty Fellowships were awarded for 2013-14 to increase scholarship and grant proposal writing (K. Bendinskas, M. Hromalik, & L. Spenceley)	Awarded three Provost Fellowship Awards	Met	
2.5 Potential Online Programs 2013-14	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	Blackboard transition delayed by SLN; continuing course development; hired new instructional designer; assisting with O-RITE grant. CPS: Three courses are now regularly available online to better meet the needs of the Syracuse program (CPS 508, 515, + 1 additional). Dept is exploring feasibility of developing one or two additional on-line courses in support of this program. VTP: In discussion with Extended Learning on fully online program.	Support for O-RITE grant successful; Blackboard transition now on SLN schedule for 2014; new courses under development; BRC approved as distance education program by state ed; HIT submitted; tutor assistance needs work; virtual student teaching not defined yet.	Approaching	
2.6 Produce scholarly research that advances knowledge and contributes to learning and the practice of fields of study	Ensure that academically qualified faculty are reasonably distributed across programs by providing reassigned time	All academic programs should meet 60% AQ standard	SOB	All programs meet 60% AQ standard	Exceeded goal w/ an overall AQ percentage of 71.1	Exceeded	
	Sponsor faculty research presentations	Four research presentations in the 2012-2013 academic year	SOB	Two research presentations in Fall 2012	Two research presentations in Fall 2012, Two in Spring 2013	Met	
	Host international scholars-in-residence	Host four international scholars during the 2012-13 academic year	SOB	Three scholars hosted in Fall 2012. Two additional scholars arriving in Spring 2013.	Three scholars hosted in Fall 2012. Four scholars arrived in Spring 2013.	Exceeded	
2.7 Develop an experimental classroom to increase use of technology in the classroom	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	No Progress.	No progress	Not Met	
2.8 Increase availability of faculty requested research resources	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	spring activity	Program support redirected to provide 16 faculty members with research collection grants. New faculty were eligible.	Met	
	Expand "purchase on demand" programs.	Improved use of newly purchased materials.	Library	E-book POD program launched; print POD continued.	Established the Ebrary Ebook PDA (patron driven acquisition) program. Users this year triggered purchase of 48 titles in varied subjects.	Met	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
2.9 Establish GA Job Board to expand and enhance graduate student placements	Develop and launch on-line posting for GA & TA openings and student resumes	More efficient & effective placements	Grad Dean	It is developed and launched. It is communicated with secretaries. The link is www.oswego.edu/gajobboard	Fully operational	Exceeded	
2.10 Develop a highly talented work force capable of setting vision and strategy for the college	Offer leadership and professional development to new chairs and aspiring administrators	A developed talent pool to guarantee quality leadership in the future	Provost	Four dept. chairs attended ACE Dept. Chair Professional Development workshop. Two Assoc. Deans attended SUNY Leadership Institute and Assoc. Provost Mohammadi served as a facilitator at the SUNY Institute. Two Dept Chairs attended ACE Emerging Leaders Conf and two Assoc. Deans attended Bryn Mawr/Harvard's Leadership programs.	Assoc. Deans, three directors and four dept. chairs attended leadership workshops	Exceeded	
2.11 Promote a system of shared governance capable of efficient and effective decision-making	Create a Task Force on Shared Governance and Administrative Committees	Design a more efficient and effective system of decision-making and goal setting	Provost and Faculty Assembly	Task Force has been formed. Survey of campus committees has been completed. On schedule for Spring report out on recommendations.	Task force has met several times and reviewed internal and external models. Report planned for early fall.	Approaching	
2.12 Recruit talented faculty	Design a clear recruitment and faculty search process that will lead to more expedient and successful faculty hires.	Academic Affairs searches will begin by September and will yield a larger pool of applicants and subsequently a highly talented pool of new hires.	Provost, Deans, and Chairs	Approvals for searches were concluded by August 22nd. Searches were posted by late September. A committee to review the search and hiring process has been formed and will be led by B. Korbemeyer in Spring 2013 to prepare for Fall 2013 searches.	Faculty search process chart was developed and approved by deans in 2013	Approaching	

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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.



Connection to Oswego's Strategic Directions:	Intellectual Rigor: 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.
	Engagement: 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.
	Solutions: 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.
Connection to SUNY's 6 Big Ideas:	The Vibrant Community: As other entities cut or loosen local ties, SUNY's role as an enduring enriching presence in communities becomes even more critical.
	Seamless Education Pipeline, SUNY Works: 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.

OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
3.1 Infuse experiential components into the curriculum	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	Finance faculty modifying curriculum to meet CFA Partnership standards. Program option for PCM is being developed within the existing Tech Management program structure. CLAS ~Many majors are designed to provide students with the knowledge (in terms of breadth and depth) and research skills they will need to be successful if they decide to pursue advanced study or employment in their chosen field. This includes numerous laboratory exercises, research projects, and opportunities for presentation of research at Quest and other conferences and symposia. ~Very active programs w/curricula that fosters UG research and experiential learning (e.g., ANT, BIO, CHE, ES, HDV, PSY, SOC). ~Many CLAS Depts have sponsored student research and presentations at regional and national conferences; e.g., BIO, CHEM, Physics, ES	Co-op option will be offered as part of the Tech Mgmt BS program in place or in addition to the existing internship requirement. PSM in Tech Mgmt will have a co-op option available.	Met	Finalize program proposal and revisions for submission to campus governance in Fall 2013.

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
3.1 Infuse experiential components into the curriculum	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	Three additional community collaborators identified; discussions in progress to "bring on board." Ten ORITE students in Cohort 1 (2012-2013); ten additional students accepted for Cohort 2 (2013-2014)--Recruitment continues for Cohort 2.	Cohort 2 is fully enrolled (n=23). Cohort 1 (n=10) will graduate in August 2013. Three additional sites have been added.	Exceeded	Continue to work with CNY schools to identify appropriate TESOL placements.
3.2 Provide opportunities for students to gain practical and out-of-class experience	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	Additional Co-op tracks in Physics, Art, (Graphic, Studio,) Broadcasting, Journalism, Public Relations, Tech Mgmt, Curriculum & Instruction (Interest in Economics and Earth Science). The Math Department Co-op in Mathematics/Applied Statistics has gone through committees and is now before the Faculty Assembly. 7 job placements (4-Su12,2-F12, 1 S13). 6 Co-op Prep class placements (1-f12, 5spr13); Over 100 industry contacts. HPW: HPW was removed from the initial coop list and has not been involved in the fall 2012 implementation. Tech: Coop option was made available to Tech Mgmt students; none chose to participate in Fall 12 or Spring 13. Coop program will be written into the Tech Mgmt program revisions and groundwork is being laid for that. Graduate office works with Sheila to create new co-op opportunities for graduate students. CLAS ~Two Intro to Social Work students participated in the Oswego City mentoring program. ~Two Intro to Social Work students now serve as interns at the Counseling Center to get an in-depth experience in observing and participating in Social Work practice	9 majors added to Co-op implementation for 12-13. Awaiting formal track from Art(Studio,Graphic), Journalism,Tech Mgt and Curriculum & Instruction. 9 Co-op positions (6 Su12,2 F12, 1Spr13) To date, 18 Co-ops registered 13-14 (Doubled enrollment) 6 new sessions of MGT 494- Career Development(Co-op prep)for Fall 13. New Visiting Faculty will instruct course. Opened to all majors. To date 39 students registered. Over 125 employers contacted to create Co-op partnerships. 1 student with Biogen Co-op	Met	Continue to develop and expand employer partnerships through alumni relations, advisory boards, local , regional, state and national employers and associations (Medtech, Centerstate CEO, MACNY, REDC). Continue to increase enrollments in the Co-op Prep and Co-op Course.

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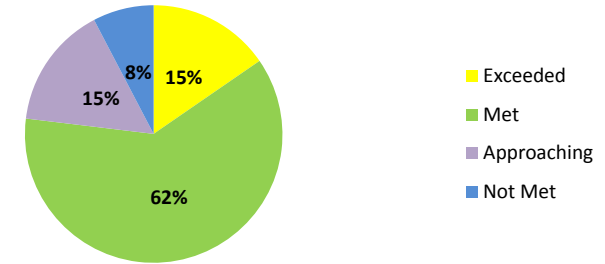
OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
3.2 Provide opportunities for students to gain practical and out-of-class experience	Join World Association of Cooperative Education	Provide opportunities for students to access global network of Co-ops and Co-op scholarships important for recruitment into Co-op programs.	Provost and Co-op Coordinator	Joined WACE. Provost asked to join Executive Board. Sixteen co-op scholarships will be available to incoming students 2013. New global co-op program available to students.	25 Scholarships Applications received, 17 students were eligible and offered. 7 students accepted.(\$6,000/yr renewable) Participating in WACE International Student Exchange Program for 13-14, MOU signed. Participation in WACE Assessment Institute(March 13), WACE World Conference, Durban , South Africa. Presentation on "Co-ops : A Central Force of New Localism" WACE/SUNY Global Institue (July 13)	Exceeded	Renewed WACE membership 13-14. Participate in WACE 13-14 Co-op Guide to market Co-op scholarship. Proceed with developing exchange program criteria.
	Promote faculty interaction with recruiters	Host six recruitment lunches in collaboration with Career Services	SOB	Recruiting lunches with various accounting firms, Turning Stone Casino, Target and Apple	Recruiting lunches with various accounting firms, Turning Stone Casino, Target and Apple	Met	
	Continue hosting Alumni Symposium	Have 10 alumni participate in the Fall 2012 Symposium	SOB	Alumni Symposium held Nov. 8th-9th.	Alumni Symposium held Nov. 8th-9th, nine alumni participated.	Met	
	Explore interdisciplinary project-based course for SCMA	Develop interactive course that allows SCMA students to explore social issues	SCMA Dean and chairs		SCMA Deans have met with chairs to identify possible faculty for course. Will pilot course in Spring 2014	Approaching	Spend fall developing course structure and materials
	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		Sara Bozak developing proposal for SS 3 week course called NYC POV. Hollywood POV running again this year.	Met	Implement housing and other arrangements for NYC POV for SS 2014. Hollywood POV implemented

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
3.2 Provide opportunities for students to gain practical and out-of-class experience	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	Fall 2012: 25 C&I Field Experience students placed in 4 alternative educational agencies. Spring 2013: anticipate that 23 C&I FE students will be placed in 5 alternative educational agencies	82 C&I Field experience students participated in placements at 5 alternate placement sites including AVID (Syr N=46; Mexico N=4); EOC (N=3); Manos (N=10); Westside Learning Ctr (N=18); and Justice Center (N=1)	Exceeded	34 alternative placements have been confirmed for Fall 2012 ((19@ AVID; 8 @ Manos; 7@ Westside Learning Center); Continue to identify appropriate sites; expand opportunities to include VTP & Tech
	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	Four graduate students provided writing tutoring across the disciplines CS	Graduate students provided walk-in writing tutoring in the residence halls . Tutoring in 3 content courses was added.	Met	Outreach to the chemistry department to identify graduate students to tutor in the STEM fields
3.3 Expand faculty mentored and individualized student experiences	Outreach to McNair and Honors Program, collaborating with program directors and staff	Improved student research for culminating projects	Library Faculty	Librarians assist McNair students individually. Met with Director of RISE program to offer support of student scholars.	Successful research projects completed by McNair students (as highlighted at the annual Quest forum)	Exceeded	
	Identify new Global Laboratory Partnerships	Identify and place students in 3 new Global Laboratory sites in Summer 2013	Shashi Kanbur, Faculty, OIEP, RISE	3 new sites in Taiwan - names and contacts given to OIEP. 2 new sites in Brazil: UNIVASF and INPA in Brazil. Possibilities at the University of Delhi and the University of Birmingham.	3 new placements in Brazil at UNIVASF, Taiwan at National Yang Ming Uni., and France at University of Lorraine (I. Bichindaritz, Comp Sci)	Met	
3.4 Expanded student engagement with local schools	Expand Mentor Scholar Program to High School	20 undergraduate-mentee matches	Mentor Scholar Coordinator	Doubled Mentor-Scholar program at OMS to serve 70 students, partnered with Superintendent and HS Principal on 2013-14 VISTA application to pilot program	Secured funding for full-time AmeriCorps VISTA to pilot Mentor-Scholar in high school	Approaching	Select and hire VISTA to identify and recruit high school participants
	Adopt-A-School utilizing SCMA students and faculty	Identify possible options for Theatre and Comm Studies students	SCMA Assoc. Dean and Chairs	Program is underway	Comm Studies doing outreach via Capstone course. Looking for formalize arrangements with schools.	Approaching	Work with theatre this year to formalize program.

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



Connection to Oswego's Strategic Directions:	World awareness: 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. Solutions: 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.
Connection to SUNY's 6 Big Ideas:	The World: We will nurture a culturally fluent, cross-national mindset and put it to work improving New York's global competitiveness.

OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
4.1 Create a diverse academic community	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	SCMA Dean has met with Cathy Santos about recruitment efforts within school. CLAS ~The Sociology-sponsored annual Sportsmanship Day Symposium highlights the value of diversity in the area of sportsmanship. ~All Sociology courses foster diversity (including, but not limited to, race and ethnicity, gender, LGBT, etc.) ~Prof. Minor brought in five guest speakers for his Sociology of Firearms class. He intentionally sought out speakers who had a variety of opinions about the topics discussed (e.g., the President of the New York Chapter of the NRA and the President of New Yorkers Against Gun Violence)	9 diversity fellowships were provided to graduate students. Did not meet the new academic affairs search guidelines with respect to inclusion with search committees. SOE extended invitations to meet with candidates	Met	Establish meetings with Dean's, Affirmative Action and Human Resources to discuss inclusion of Multicultural Affairs throughout the search process. Identify speakers with expertise of diversity to speak to faculty and offer seminars/workshops to address recruitment of faculty and staff.
	Accelerate efforts to attract a more diverse population of students to STEM majors	Join National Action Council on Minorities in Education that will increase student diversity in STEM	Provost, CLAS Dean, Chairs, Shashi Kanbur	Joined new NACME pilot program that offers opportunity to recruit in partnering high schools with STEM curriculum. NACME scholarships available for Fall 2013.	Recruited 3-4 students from NACME schools.	Met	
4.2 Initiate opportunities to expand the English as a Second Language Program	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	Grad Off--partnered with Genius Olympiad; contacted ORSP for community foundation grant--no progress from ORSP; recruitment effort in Turkey over WinterSession	Recruitment efforts continue; partnered with Genius Olympiad; support for Korean students this spring.	Met	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
4.3 Increase student interaction in cultural/social events on campus and within community	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	Continuing to work with Artswego to encourage teacher preparation students to incorporate Arts into the curriculum. Also, Fall 2012 Childhood Education (Arts Concentration) has increased enrollment over 100% from Fall 2011 (Fall 2011, n=9 --> Fall 2012, n=21). SCMA Deans and Artswego Director work regularly to enhance participation in the arts. CLAS Students participate in the Sportsmanship Day Symposium and QUEST. Many SOC, ANTH and HDV courses now specifically address cultural/social aspects of community; e.g., Counseling Center, Intro to Social Work, Family Violence, Gerontology, LGBT programs. Also IPAC, Women's Studies and Women's Center. GENIUS Olympiad will bring 550 people from 60-65 countries.	SCMA and Artswego have discussed options making it easier for students to get tickets and access Artswego events.	Met	
4.4 Develop more international education opportunities for students	Develop COIL courses and begin to scaffold international experiences for students	Two additional COIL courses offered each semester 2013-2016	Provost, OIEP, CELT, CLAS, SOB, SOE, SCMA	Offered one COIL course ahead of schedule in Fall 2012. One COIL course is developed for Summer 2013. Two COIL courses are being offered in Spring 2013. Schedule for course development prepared for 2013-16. Course development contract has been prepared with compensation for course development	Three courses this year: S. Coultrap-McQuin (twice) with ESC in Lebanon, and D. Schofield with RMIT in Melbourne, Aus. Schofield's led to short-term program abroad in May 2013. Coultrap-McQuin planning one for March 2014 to Cyprus. Others in development. OIEP director named staff support specialist, Keith Davis, to guide future faculty on international cooperation development going forward. Harrison Yang (C&I) will offer course in Summer 2013	Exceeded	Develop and offer 3-4 additional COIL courses
	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	1. C&I: Added 2nd section of EDU 114. 8 students traveled to Benin & France for EDU 301 2. MOU signed with Hangzou Normal University as a 3+2 (or 3+1+1) program. Students will enter MS SE program(see 1.2) in Summer or Fall 2013. 3. Ed Admin: Establishing new administrative certificate program in India	C&I: Two full sections of EDU 114; 8 students traveled to Benin/France for EDU 301; Anticipate students from Hangzou Normal Univ in Fall 2013. Ed Admin: Collagues in India are reviewing the certificate program proposal.	Met	C&I: Two sections of EDU 114 to be taught in Fall 2013 (anticipate full classes); students from Hangzou Normal Univ to begin studies. Ed Admin: Begin implementaiton of certificate pgm in India. Other: Anticipate 1st cohort of Korean students

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4.4 Develop more international education opportunities for students	Create at least one new course taught in another country. Establish scholarly relationship with global colleagues that result in ongoing research or scholarship	Submission of a global collaborative project for presentation or publication		1. Presentation at AERA, Spring 2013 2. Book chapter accepted for publication	Presentation at AERA successful; book chapter in press	Met	One book under development
	Explore development of international program with Comm University of China	2+2 and full exchange programs	Provost, SCMA Dean, International Ed Director	OIEP director visited CUC in China - November 2012. SCMA--We have an agreement pending with CUC. Director of International Ed and SCMA dean are working on articulation	MOU agreement is signed, now need Comm Studies articulation for dual degrees and other pathways	Approaching	
	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	Development of theatre program at the Fringe festival in Scotland. SCMA--Two faculty will be attending Coil Conference in NYC.	August 2013 trip to Scotland (Fringe Festival) with 6 students and 2 faculty	Met	
	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	<p>New programs for 2012-13 include: 1. Public Justice in Puerto Rico; 2. Ceramic Art in China; 3. Theatre in Berlin, Germany; 4. Student teaching in Bolivia; others. CLAS ~Ming-the Pan met with the following colleagues from our sister universities in China in the effort to create new programs and facilitate cooperation. He said he worked with the following: Professor Shengping Yang, (Professor of Philosophy, Chief Editor and Director of the Capital Normal University Press); Professor Yihan Feng, (Professor of English, Dean of the School of Foreign Languages, Capital Normal University); Professor Jie Guo (Professor of Business Management, National Central Ethnic University, Beijing) She was a visiting scholar here in Oswego a while ago; Professor Jun Ma (Professor of Business Management, Shengyang University of Technology) He was a visiting scholar here in Oswego 2010-2012; Professor Cheng Shi (History Department, Capital Normal U.); Professor Chin-yun Li (History Dept. National Chi-nan International U., Taiwan) She was a Fulbright Scholar that history department sponsored. ~Gerry Forbes took six students from her Fall 2012 course, HIS 370: Human Trafficking, to India with her during January</p>	IR Director taught course PED 399 and led a group of students for the 2nd year to visit Tanzania and climb Kilimanjaro. New programs were developed and executed in: 1. Public Justice in Puerto Rico (Omara Rivera-Vazquez) ; 2. Ceramic Art in China (Roxanne Jackson); 3. Theatre in Berlin, Germany (Ana Djukic-Cocks, Jonel Langenfeld-Rial); 4. Student teaching in Bolivia (Joanne O'Toole); 5. Public Environmental Policy in Turkey (Lisa Glidden and Tim Braun, winner of SUNY \$5,000 Study in Turkey Grant); 6. Fermentation Science in Germany (Jeff Schneider and Casey Raymond); 7. Biology in Sweden (Sofia Windstam); 8. STEM to Costa Rica (Leigh Bacher, Cleane Medeiros); 9. Kempten Univ of Applied Sciences-Germany, Business semester program begun; 10. Internship program in Paris, France begun; 11. Semester program in Buenos Aires begun; 12. Summer program in Seoul,	Met	

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4.5 Provide students with skills and knowledge for success in a multicultural world	Provide professional mentors to underrepresented minority Accounting students	Increased student success and retention	SOB	Working with PwC, mentors provided to underrepresented minority students	Unable to identify mentors through the ASK program	Not Met	
	Offer Career Opportunities in the Accounting Profession program to enhance diversity	Offer COAP Program in Summer 2013 to 25 students	SOB	Planning proceeding with the Summer 2013 COAP program	Planning proceeding with the Summer 2013 COAP program	Met	
	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	MOU approved between SUNY Oswego and Community School of Cochabamba (Bolivia). First student teacher has been placed for Spring 2013.	1 student teacher completing Student Teaching Semester in Bolivia	Met	Increase # of students participating in Bolivia Student Teaching opportunity
	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	Increase under-represented students in SOE	SOE	1. Member of the SOE Diversity Committee attended the 2012 NAME Summer Institute focusing on recruiting, and preparing a diverse, highly effective teaching force. 2. Teacher Opportunity Corps (TOC)/Trust Initiative received renewed funding from NYSED (\$44,000/yr for 2011-2014) to support students of color who are preparing to be teachers. TOC students also make presentations to students on other campuses and to students in secondary school about entering the teaching profession.	O-RITE Cohort 1 (n=10) included 5 students from under-represented communities. ~~~~~ From Fall 2011 to Fall 2012, increased % of underrepresented students has increased in both undergrad (10.9% from 10.5%) and grad (9.6% from 8%) programs	Met	Continue efforts to identify, recruit, and support diverse student population in the School of Education (e.g., TOC students will continue on-campus recruiting and meeting with high school students)
4.6 Expand the virtual computer lab (VCL) infrastructure	Increase the capacity of the VCL platform	The VCL will accommodate a greater number of simultaneous users	Instructional Technologies Asst. Director, VCL Project Lead	VCL is in place but issues in regards to licensing exist. Agreement reached with ITEC to host and VDI pilot for us, will be utilizing CC202 & 206 this semester for testing. Will expand to provide VCL is proof of concepts works	Virtual Computer labs has two streams - Virtual Desktop Infrastructure (VDI) and Virtual Applications (VA). CTS has purused a VDI pilot in CC 202 & 206 with ITEC which has been a success.	Met	
	Increase the variety of applications available in the VCL	Students and faculty will have access to a greater array of software	Instructional Technologies Asst. Director, VCL Project Lead	We have incorporated virtual applications into our current computer lab environments.	CTS has piloted virtual applications by providing the service within our existing infrastructure. To this point the pilot has been a success.	Met	

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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	Increase the promotion and training opportunities to make more students and faculty aware of the VCL	More students and faculty will make use of the VCL	Instructional Technologies Asst. Director, User Support Asst. Director	We have increased promotion of the Virtual Computer Lab (Virtual applications) to faculty. We have expanded the number of titles available as virtual applications.	In order to provide computer hardware, software and associated technologies to support curricular and research needs of all students, CTS sponsored Technology Initiative Project (TIP) grants. Examples of successful projects include providing students with a 3D printer, iPads, Mac lab & Camcorder and an additional print station. Additionally 8 public labs were upgraded throughout the school year and a new lab added.	Met	
4.8 Focus marketing & recruiting of graduate students to promote diversity & international student enrollment	Enhance web materials and use of social media	Increase enrollment of students of color and international students by 5%	Grad Dean	Creation of new international landing pages, content driven SEO improvements and brochures. Automated email system and ability to proactively send materials to international and local students. The ability to track analytics regarding international students.	All program landing pages are completed and revised, all program brochures are completed, International student applications and acceptances has increased.	Exceeded	
4.9 Library will continue to provide course related technologies to all students, regardless of personal financial circumstances	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	10 laptops replaced and printer added in 24-hr room, with CTS support. Data collection and analysis ongoing as technology purchases are considered.	Equipment ordered and will be available for Fall '13 classes	Approaching	
	Investigate, evaluate and purchase associated technology such as iPod Touches and Camcorders.		Library	10 iPods are now in circulation.	Purchased 10 iPod Touch devices and 2 Canon Digital Camcorders for circulation. Successful grant request for cutting-edge MakerBot 3D printer.	Exceeded	
4.10 Strengthen library research collection on the topics of cultural and ethnic diversity, social equity and global studies	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	Resources being purchased in these areas.	Purchased many titles supporting these areas, especially in Education, the Social Sciences and the Humanities.	Met	

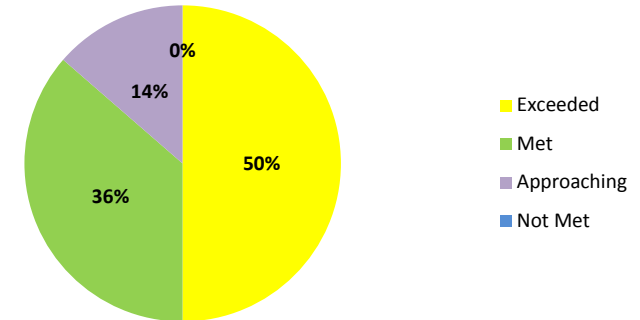
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OBJECTIVE	ACTION	EXPECTED OUTCOMES	PERSON/UNIT ACCOUNTABLE	MID-YEAR PROGRESS	YEAR END RESULTS	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
4.11 Increase matriculated and fee-paying international students	Enter into four new articulation agreements with international universities in key target areas	Increase applications of international students by 10% in Fall 2013	OIEP, Deans	Advanced discussions with: 1. Communications University of China (CUC) in Beijing; 2. St. Xavier's College in Kolkata, India; 3. Federal University of San Francisco Valley, Petrolina Brazil; 4. PUC Valparaiso, Valparaiso, Chile. Graduate office is working on agreements with Turkish Universities.	Agreements with: 1. CUC in China, 2. San Francisco Valley in Brazil, 3. Gediz University in Turkey, 4. Nat'l Yang Ming Univ in Taiwan. Graduate office is working MBA program agreement with a Turkish University. Agreement is ready to be sent for signature.	Met	
	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	Hired first international partnership manager, Ms. Jinyi Wang. Began Jan 7, 2013	First meetings with Oswego alumni were held in Mumbai (India), Shanghai (China), and Hangzhou (China) during spring 2013. More events planned for 2013-14, including coordinated on-campus internship / experiential ed program participation.	Approaching	Implement enhanced internship / co-op, placement and other program participation programs for current international students. Build and enhance data gathering of student progress in these and academic areas, and develop enhanced alumni networking abroad for current and former students
	Negotiate a 2+3 agreement in Accounting with the Shanghai Institute of Foreign Trade	Increase international student enrollment and increase international accounting placement	SOB	Not negotiated - SHIFT leadership declined to negotiate agreement	Not negotiated - SHIFT leadership declined to negotiate agreement	Not Met	
	VTP continues to work with colleagues in Nigeria to prepare COIL opportunities for university students in both nations.	Offer 1 new COIL course	SOE	H. Yang scheduled to teach 1st SOE COIL class in Summer 2013	Dr Yang will teach a COIL course in Fall 2013	Approaching	Anticipate that Jean Hallagan will be teaching a COIL course in Spring 2014
	Prepare the campus for a rapid increase in international students numbering 200.	Offer a fully satisfying experience for international students from pre-arrival to post-graduation	Provost, OIEP	Bi-monthly campus-wide meetings were held to ready the campus for the rapid increase in international students. New peer mentoring program was developed, pre-registration, food service, CTS, customer services, new orientation program, and faculty development program was offered to the campus as well as specialized ESL and tutoring services were added.	Under Provost's leadership the task force met regularly and prepared campus well for the large increase in students that entered in January 2013	Exceeded	Will continue to work with committee to prepare for increasing numbers of international students

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

Connection to Oswego's Strategic Directions:	Engagement: 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.
	Solutions: 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.
Connection to SUNY's 6 Big Ideas:	Entrepreneurial Century: We will cultivate entrepreneurial thinking across our entire learning landscape, helping new and existing businesses innovate, prosper, and grow.
	The Vibrant Community: 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	ACHIEVEMENT OR OUTCOME	NEXT STEPS OR ACTION
5.1 Expand service-learning and promotion of regional well-being through campus-community linkages and outreach	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	CLAS ~Lyn Blanchfield took her HIS 370 class to the Metropolitan Museum of Art for a program on medieval art. ~Students at Rice Creek exploring Lyme Disease prevalence, invasive plant species, eco system sustainability. ~BIO320 Ecology students assessing runoff from campus meltwater transport to Lake Ontario. Mentor-Developed mission and vision for Community Engagement Task Force.	Solicited input from deans and directors at 2 Community Engagement Task Force Meetings	Approaching	
	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	"The Private/Public Pursuit of Social Justice through Service-Learning," paper presentation at 2013 PACE Conference, NC; "Building SUNY's Seamless Education Pipeline," Presentation at 2013 PHENND Conference, PA	MS Coordinator presented at 2 national conferences	Met	MS Coordinator to complete dissertation on campus-community partnerships
5.2 Continue working with Oswego County Department of Social Services for staff professional development opportunities	Develop and implement yearly needs assessment; implement requested programs	Evaluations from professional development programs	Contract Manager at Phoenix Center	Completed needs assessment with DSS staff; 2013 contract development underway	SCMA and Artswego have discussed options making it easier for students to get tickets and access Artswego events. 2013 contract signed and approved	Exceeded	

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5.2 Continue working with Oswego County Department of Social Services for staff professional development opportunities	Seek new clients; develop new programs	Increase number of participants	Metro Center and Phoenix Center staff	Exploring partnership with SUNY Morrisville EOC; signed contract to deliver medical coding professional development online (ICD10); delivery of Six Sigma training	Partnership with EOC underway--first class deleivered, schedule rolling out; ICD10 contract approved; Six Sigma programs very successful; additional contracts with the Alliance; Wowmen's Empowerment series selected as model for SUNY Leadership statewide conference	Exceeded	
5.3 Expand and improve collaboration with area K-12 public schools	Aspire Higher with Oswego City School District	Enrollment and impact on students	Dean of Extended Learning and staff	survey to measure student satisfaction	Program successful; enrollemnt for year 2 increased; recruitment for year 3 underway	Exceeded	
	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	Modest increase in Aspire Higher; increase in high school language program enrollment; implemented new registration and met significant challenges; will re-evaluate	History program very successful-233 students; language program continues to be popular; working on resolving challenges with registration and payment porcesses;	Exceeded	
	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	Several high school classes have visited library for instruction and research, including New Vision BOCES.	High school and New Vision BOCES classes have visited the library for instruction and research. Penfield Librarians Several high school classes have visited library for instruction and research, including New Vision BOCES.	Met	
	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	Program underway.	Program implemented. This year, 8 high school students and 6 educators registered for the program.	Met	
	Consortium for Education Pipeline	Identify partners, develop mission	Mentor-Scholar Coordinator	Developed mission and vision for Education Consortium, held two committee meetings	Held 4 committee meetings	Met	

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5.4 Provide educational bridge program opportunities in the Central New York region	Create a Co-op Advisory Board	Initial Board meeting Spring 2013	Co-Op Director	Working with Provost to develop committee members	Internal Committee members developed (Faculty, Students, Departments)	Approaching	Anticipate a Fall 13 Meeting
	Continue to offer Metro Center and online MBA courses.	Increase enrollment in online and Metro Center courses by 10%	SOB	Online and Metro Center MBA enrollment increased 6% from Fall 2011 to Fall 2012 (230 to 244)	Online and Metro Center MBA enrollment increased 6.25% from 2011-12 to 2012-13 (480 to 510)	Approaching	
	Develop a MBA~ Health Service Administration program.	Program proposal approved by Campus Governance by March 2013	SOB	Program proposal approved by School of Business faculty currently under consideration by Graduate Council. External review scheduled for March 15th.	Program proposal approved by Faculty Assembly, currently under review by SUNY	Met	
	Science outreach to the community	Implement floating lab project fall & spring	Mentor-Scholar Coordinator	Identified four floating labs to be launched in spring, received \$4500 SUNY grant to sustain initiative	Executed 4 Oswego ACTS projects to educate OCSD students about sustainability	Exceeded	Increase faculty participation in ACTS, pursue SUNY STEM mentoring grant
5.5 Provide programs that support regional economic development	Enhance Risk Management and Insurance Program	Create two new internship opportunities, Expand enrollment by 5%	SOB	RMI enrollment increased 50% from 14 majors in Fall 2011 to 21 majors in Fall 2012.	RMI enrollment increased 57% from 14 majors in Fall 2011 to 22 majors in Spring 2013.	Exceeded	
	Create new Advisory Board for SMCA	Initial meeting of Board Spring 2013	Dean, Chairs, SCMA	Waiting for list approval from President Stanley	Board meeting took place in April. Minutes distributed and conference call scheduled for July.	Met	Next board meeting scheduled for October 4th and 5th
5.6 Provide programs addressing the needs of the local community	Provide free income tax assistance to low and moderate income households through the VITA program	Complete 300 returns for 2012 tax year	SOB	VITA program to offer tax services in Fulton on Tuesdays 4:30-7:30, every other Thursday at Hamilton Homes, and on Saturdays from 10-4 in Rich Hall.	Over 300 tax returns completed by the School of Business VITA program.	Exceeded	
	Facilitate MoneySmart program	Offer financial literacy programs in local schools	SOB	SIFE offers MoneySmart program in Oswego schools and in Business FirstChoice sections of COM 210.	SIFE offers MoneySmart program in Oswego schools and in Business FirstChoice sections of COM 210.	Met	
	Increase community involvement in educational outreach programs.	Minimum of 2 events for Mentor-Scholar families	Mentor-Scholar Coordinator	7 families participated in a Community dinner held at OMS in November, 20 families attended a Community Dinner held on campus in December, and 20 families responded to a program evaluation mailed in January	20 families attended March campus visit, 20 families attended recognition event in Sheldon Ballroom on May 4, 12 families completed program evaluation	Exceeded	Families will be invited to Mentor-Scholar orientation and recognition event, staff will explore alternate means of communication

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5.6 Provide programs addressing the needs of the local community	Provide public access to library archives via digital collections and Special Collections open hours. Expand digitized archival collections.	Increased use of digital archives	Library	New collections are being considered for digitization.	Digitization projects include Safe Haven interviews, Civil War letters and ephemora from John Marshall.	Met	
	Hold a community wide symposium on Innovative Aging	Build interest and enrollment in new health related programs and general co-op opportunities with health partners	Extended Learning, Metro Center, and Graduate Office	Held successful community symposium with keynote Joe Coughlin. More than 200 participants. Increased interest in programs and applications resulted.	Continued marketing efforts to promote health related programs and increase enrollment; staff have attended health related education fairs; proposal for Age Center drafted; group visited MIT Age Lab to explore research opportunities. First grant received.	Exceeded	Official launching of Aging Center; continue marketing efforts
5.7 Expand partnerships with regional businesses	Develop advisory boards, co-ops, class research projects, Festa Fellowships	Enhanced collaboration with business community and agencies and sponsorship for our programs	Provost, Deans, and Chairs	Graduate Office has several Festa Fellowship placements however GO cannot ask for commitment without a budget set for the year. Innovative Aging Symposium. SCMA: Have developed several contacts and am working with appropriate offices for co-ops and advisory boards.	Graduate office offered 5 Festa fellowships this year + 1 co-op scholarship. Several new contact has been developed for new Health graduate programs and certificates. SCMA working with alumni contacts.	Exceeded	
5.8 Academic Affairs contribution to Power of SUNY Shared Services agenda	Identify people to serve on SUNY Shared Services committees and to begin work on specific collaborative efforts with SUNY and other campuses	Enhanced collaborations lead to cost savings, improved student success and reduced costs to students	Provost, Deans, and Directors	Provost and Deans as well as several directors have been active on SUNY Shared Service Committees including Open SUNY, Online SUNY, SUNY CCIOS, SUNY Works and have worked to advance our partnership with ESF.	Chancellor announced OPEN SUNY initiative. Participate in SUNY Works Advisory-Expanding Co-ops and Structuring Internships. Working collaboratively with the Provost, SUNY Binghamton, SUNY Buffalo Cornell, (Ashley Ater Kranov, Quality Assurance/Assessment Consultant) to develop and deliver a Pilot Engineering Professional Skills Preparatory Course Online (Open SUNY) with intent to deliver across all disciplines. International recruitment agreement w/ ESF.	Exceeded	Administer SUNY Works Grant -(Lumina,Carnegie), anticipated Summer 13; Collaborating development of course content, course delivery, QA, IP and assesment measures for pilot Engineering Professional Skills Prep course