



2018 ANNUAL REPORT

S U S T A I N I N G S T R E N G T H & S U C C E S S

THE OSWEGO WAY

S U S T A I N I N G S T R E N G T H & S U C C E S S

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PRESIDENT'S MESSAGE

This 2017-2018 annual report on the State University of New York at Oswego is a welcome opportunity to take stock and display for you the outstanding work that Oswego's faculty and staff, and our students are doing as we seek to be integral to, in Chancellor Johnson's vision, "the very best public system of higher education in the nation, and the world."

Since the college's founding as a normal school in 1861, Oswego has proven consistently resilient and responsive to evolving social needs. Our enduring philosophy of scrupulous service to the common good and ability to steward our resources responsibly and creatively have allowed this college to become the exceptional learner-centered comprehensive institution it is today. A year can seem like the blink of an eye in academic time. But as I review these pages, it is clear that our college's collective decisions and accomplishments of 2017-2018 are in substantive conversation with long-term inclusive trends in the greater community and world.

Reflective of demographic shifts, Oswego enrolled its most culturally diverse student body ever last year. To embrace and serve all students, the college has developed a range of initiatives collegewide that SUNY recognized with its first two Diversity, Inclusion and Social Justice Awards. Our increasingly diverse campus and society present challenges that we strive to face forthrightly and respectfully.

Our doors open ever wider as we endeavor to make an Oswego education accessible to any talented student. We added to the many ways we lower financial barriers to higher education, most notably with the launch of the endowed Marano Scholars program to assist first-generation students. The college continues to find opportunities to reduce costs for students and provide resources, sometimes as basic as food and shelter, to those with financial need. Our innovative programs to extend access to international study to students from all backgrounds won national recognition.



▲ "Together - We are SUNY Oswego." — President Deborah F. Stanley.

Oswego's faculty and staff rigorously review the curriculum and emerging needs to develop new courses, degree programs and initiatives that often bridge academic disciplines. Examples last year include the Humanities Collaboratory, which encourages infusions of ideas among the humanities, sciences and technology; and our first Grand Challenge project, which examines, from many viewpoints, fresh water as an increasingly threatened resource worldwide. Environmental sustainability is a topic for interdisciplinary inquiry at Oswego, but also an operational goal as we build campus facilities to LEED gold standards, reduce energy consumption, and rely more on renewable energy.

The pages that follow lay out a broad profile of SUNY Oswego as we now stand and, I trust, give you occasion to learn more about the directions we are probing and commitments we are making as we continue on our path of providing the best possible education for our students and producing the greatest good for our region and the world.

OSWEGO BY THE NUMBERS



Total Enrollment: 8,026 students

- 7,125 undergraduates; 96% are full time/4% are part time; 51% female/49% male
- 901 graduate students; 40% are full time/60% are part time
- Our most culturally-diverse overall student population ever.

Fall 2017 First-Year Student Stats:

- Nearly **35%** of the first-year class identified as culturally diverse; highest in college history
- Distribution by major:
 - School of Business: **18%**
 - School of Communication, Media & Arts: **11%**
 - School of Education: **13%**
 - College of Liberal Arts and Sciences: **41%**
 - Undeclared: **17%**
- Average undergraduate SAT/ACT/GPA: **1150/24/90**
- **45%** of fall 2017 first-year students received a four-year renewable SUNY Oswego scholarship



Outcomes

(retention, graduation rate, faculty/student ratio, job placement)

Fall 2016 Cohort Retention Rate (as of Fall 2017): 78.3%

Fall 2013 Cohort Four-Year Graduation Rate (as of Fall 2017): 53.2%*
(*adjusted to remove 5-year programs)

Class of 2016 First Destination Outcomes as of Fall 2017

- **95%*** Employed and/or Continuing Education
 - 70%** Employed
 - 16%** Continuing Education
 - 9%** Continuing Education and Employed
- **5%** Still Seeking
- **91%** of those working full-time are in their field of choice.
- **66%** work in New York state



*Based on Class of 2016 surveyed within one year of graduation. Calculations are based on knowledge of 1,065 graduates. These graduates represent 65% of the total 1,639 graduates of the Class of 2016

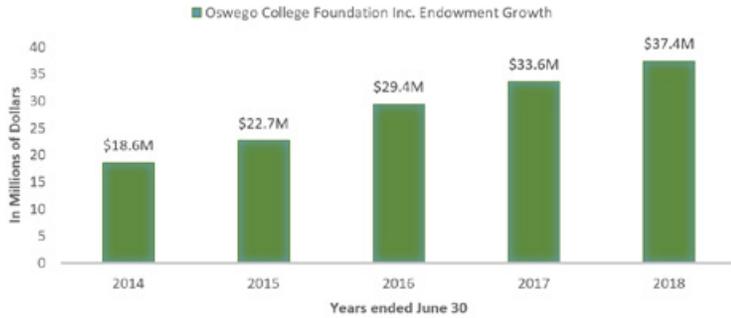


28% of total student body self-identified as Hispanic, Asian, African-American, Native American, Pacific Islander or multi-ethnic.

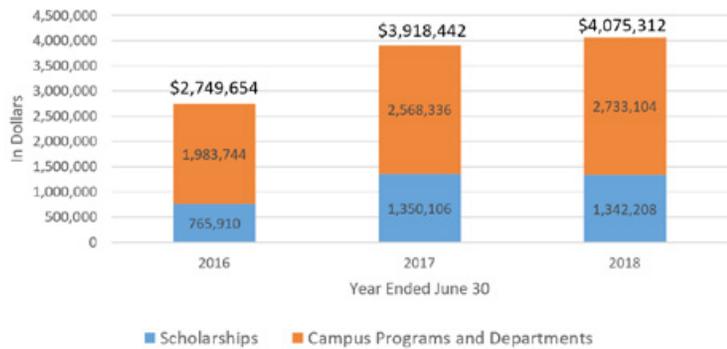
86% of ALL 2017-2018 students enrolled received over \$84 million in aid.

Endowment

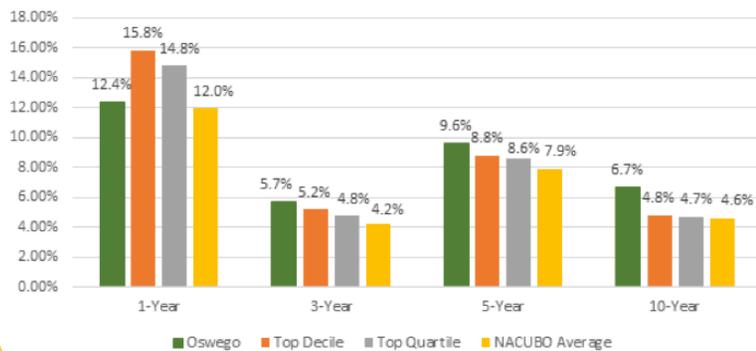
OSWEGO COLLEGE FOUNDATION INC. ENDOWMENT GROWTH



Oswego College Foundation Inc. Support of Campus Operations



Oswego College Foundation Inc. Oswego Endowment Performance vs. NACUBO



Economic Impact on Region

Largest Public Employer in Oswego County



- 1,223 full-time employees
- 640 part-time employees
- 3,544 student employees
- 5,407 TOTAL employees

Campus Renewal and Capital Projects



- \$85 million of capital plan projects in past five years
- \$25.2 million infused into economy in past 2.5 years

Research Dollars in Action



- \$6 million in federal, state and private support
- More than \$1 million in campus support for teaching, research, experiential and pre-professional learning opportunities

ACADEMIC STRENGTH



INTRODUCTION

SUNY Oswego's strength as an academic institution lies in a broad curriculum and the faculty and students who live and breathe it every day. They keep it limber and responsive, and therefore enticing to potential new members of our vibrant learning community — Oswego regularly has a robust and diverse pool of student applicants, never more so than in the past year. This wide and evolving array of academic programs, and the learning spaces and options they have inspired, offer immense opportunities. The college aggressively invests in extending these opportunities to students with need, particularly to first-generation students, a fast-growing segment of the student body. The amount of donor funded scholarships Oswego awards has more than doubled in recent years, and the college has taken full advantage of the state's Excelsior Scholarships, enrolling among the most recipients in SUNY. Diversity of students, faculty and staff is essential to our academic strength, and we pursue its development on multiple fronts, including hiring the college's first chief diversity and inclusion officer in 2018. This section elaborates on Oswego's academic vigor with additional highlights of the past year that include: the launch of our first Grand Challenge project, a significant grant to upgrade physics and engineering laboratories, new degree programs such as a master's in biomedical and health informatics, resurgence of graduate student enrollment, reaffirmed accreditations, our explicit commitment to open discussion of ideas, new approaches to increasing student retention, and expanded collaboration with Onondaga Community College to ease students through to degree completion.

Mission Centered

SUNY Oswego was established in 1861 in the small port city of Oswego in rural Upstate New York and became a founding member of the SUNY system in 1948. Today, we continue to shine as a highly-ranked, financially stable, and nationally respected institution of higher education. Our strength remains rooted in and guided by our mission "... to contribute to the common good by lighting the path to wisdom and empowering women and men to pursue meaningful lives as productive, responsible citizens."



Our institutional strength was recognized in November 2017 when the **Middle States Commission on Higher Education** formally notified SUNY Oswego that it [reaffirmed our accreditation](#), and the Commission also commended the institution for the quality of the Periodic Review Report and Process. Our rigor and standards were again approved in early 2018 when the **Association for the Advancement of Collegiate Schools of Business International** [extended the accreditation](#) of SUNY Oswego's School of Business for five years. The report cited a variety of strengths, including high levels of student satisfaction, strong peer advising system, advisory board involved in curriculum development, a pioneering online MBA program and responsiveness to the needs of businesses in the region. SUNY Oswego's online MBA program was ranked #1 in New York State and #33 nationally according to U.S. News and World Report's 2018 "Best Online Degree Programs: MBA."

Dynamic and Diverse Students

In fall 2017, the college enrolled 8,026 students; they constituted our most culturally-diverse student population ever. Nearly 28% self-identified as Hispanic, Asian, African-American, Native American, Pacific Islander or multi-ethnic, as did nearly 35% of the first-year class. 95.9% of the 7,125 undergraduates and 40.2% of the 901 graduate students were full time. Our 13 residence halls and living communities accommodated 61.8% of undergraduates. The majority of our residence halls and many of the 58 buildings on our 700-acre campus line Lake Ontario's lakeshore.



Our students are prepared for the rigors of college and are deserving of the opportunity to earn a SUNY Oswego education. The average undergraduate SAT/ACT/GPA scores were 1150/24/90 — in alignment with SUNY Oswego’s previous years’ cohorts. 45% of fall 2017 first-year students received a four-year renewable SUNY Oswego scholarship.

Consistently Strong Enrollment

For the fifth consecutive year, SUNY Oswego enrolled more than 1,400 new, first-year students and achieved a new record for first-year applications of nearly 13,500 — an increase of 13% over the previous year. These consistently strong enrollment numbers are a direct result of planning and implementing targeted programs to recruit from the sizeable prospective student pool in downstate New York.

Our **Start Now** program, supported by a SUNY Performance Investment Fund grant, creates a pathway for students (many of whom are from high-need, low-income areas downstate) to begin their studies at partner SUNY community colleges in a structured and supportive program with the goal of transferring to SUNY Oswego. Since launching in 2016, the program has expanded to enroll more than 50 students total at Jefferson Community College and Onondaga Community College. Nine students are expected to enroll at Oswego in fall 2018 from the Start Now program.

Our [enrollment of international students](#) has also grown in recent years, with a record number of 274 international students from 38 countries in fall 2017. These increases can be attributed to our efforts to build overseas partnerships, provide financial support such as the Destination Oswego Scholarship and ensure a seamless and well-supported process for our international applicants.

Oswego’s Syracuse Campus

Our branch campus in Syracuse, New York also contributes to our strong enrollment. The branch campus makes a SUNY Oswego education accessible and attractive to Syracuse area working professionals and residents who want to pursue an affordable and quality public education closer to their work or home. Our Syracuse campus enables students to take both undergraduate and graduate level courses in the convenient downtown Syracuse location and complete their bachelor’s degree, master’s degree and/or certificate programs.

In 2017-2018, 48 students matriculated into the branch campus undergraduate programs to complete degrees in business, human development and public justice. Another 837 students enrolled in 93 credit-bearing courses at the graduate and undergraduate level, and the Syracuse campus also offered 10 noncredit classes to 165 students and hosted numerous meetings and events, resulting in a combined revenue of \$1.16 million.

Growth in Graduate Students and Programming

SUNY Oswego's graduate student population is on the rise. The graduate student total enrollment hit a five-year high in fall 2017 with 901 students enrolled compared to 789 students in fall 2013. We are continuing to invest in strategic recruitment efforts to grow our graduate student population in an effort to enrich the campus learning environment and help propel the students and college forward.

Five Oswego graduate students earned competitive **SUNY Diversity Graduate Fellowships**, totaling \$100,000, and the college sponsored an event to introduce the students to each other and to members of the review committee. The program seeks to support these students who have overcome a disadvantage or adversity to succeed in higher education and are prepared to enrich the student body and their future professions.

▼ *SUNY Oswego students at fall 2017 orientation at Oswego's Syracuse campus..*



Additional Factors Influencing Our Enrollment:

- **Provided the Orientation Express bus** to bring 105 new students and their families from downstate New York to campus to make it easier for them to attend Summer Orientation.
- **Provided program-specific outreach from admissions and academic departments** to admitted students to increase understanding of the quality and value of Oswego's programs.
- **Hired full-time admissions staff members** in both New York City and Long Island to devote attention and resources to Oswego's largest applicant pools.
- **Hired an admissions recruiter** to grow enrollment at Oswego's branch campus in downtown Syracuse.
- **Hired a graduate admissions counselor** to aid graduate program coordinators'/directors' efforts to recruit for graduate programs.
- **Consistently interacted with school counselors**, state-wide and out-of-state, and with community-based organizations in New York City and Long Island via Facebook, email listservs and in-person interactions to increase and maintain interest in and understanding of the quality of a SUNY Oswego education.
- **Facilitated online "spotlight" sessions** on topics relevant, in particular, to first-generation students (financial aid, orientation and various academic areas) in an effort to engage one of our fastest-growing student populations and to help prepare them for college.
- **Provided first-generation scholarship opportunities** to make an Oswego education accessible to talented students.
- **Hosted Admitted Student Receptions and Summer Send-Off events** in New York City and Long Island in partnership with the Oswego Alumni Association to make attending convenient for our students and their families, and to connect students with Oswego alumni as potential resources and mentors.



▲ *Marano Scholars*

Investment in Access

Through a combination of campus funding and donor dollars, the Oswego campus has awarded over \$8.2 million dollars in support of student scholarships in fiscal year 2017-2018, helping to make obtaining an Oswego degree as affordable as possible.

The **Marano Scholars Program**, established through a \$7.5 million dollar bequest, provides \$5,000 per year to 62 first generation students who demonstrate financial need and is renewable as long as the student maintains a minimum 3.0 GPA. Donor funded scholarships provided through the Oswego College Foundation increased from 365 to 430 awards in fiscal year 2017-2018.

In 2017-2018, SUNY Oswego coordinated 120 graduate assistantships across campus and awarded \$370,000 in tuition scholarships and graduate stipends. Additionally, the SUNY Oswego donor-funded Festa Graduate Leadership Fellowship Program provided up to \$5,000 in stipends to help graduate students complete intensive summer internships or work projects in their field of study.

Excelsior Scholarship Leader

The college assisted students and their families in applying for and maintaining their Excelsior Scholarships. As a result, SUNY Oswego had the highest number of Excelsior Scholarship recipients (673) among all SUNY comprehensive colleges and the fourth highest among all 64 SUNY campuses. SUNY Oswego students received a total of \$2.2 million in scholarships and Excelsior recipients represented 10% of all degree-seeking undergraduates who enrolled full time in fall 2017.

Student Employment on Campus

Auxiliary Services employed more than 700 students during the academic year, providing in excess of \$1.95 million in payroll to assist with their educational expenses. In addition to receiving competitive pay and work schedules compatible with their course schedules, student employees gained valuable work experience, a broader understanding of the campus and the activities happening every day and interacted with a large number of students, staff, faculty, alumni and campus visitors.

SUNY Support for Educational Opportunity Program Students

SUNY Oswego students in the Educational Opportunity Program (EOP) benefited significantly from the college receiving a \$5,400 grant from the SUNY Impact Foundation. The grant helped Oswego's EOP students receive much needed assistance for summer or winter session tuition costs, thus enabling the students to catch up or get a head start on

coursework they needed to remain on track to graduate in four years or less. During 2017-2018, Oswego's Division of Extended Learning offered a total of 477 summer course sections and 87 winter course sections, with combined enrollments of more than 4,500 students.

Oswego EOP students also benefited from a second SUNY Impact Foundation grant of \$5,000 that helped cover the students' costs of certification exams required or recommended for the students' major of study.

Lowering Barriers

The college received \$20,000 from SUNY to increase the amount of **Open Educational Resources** on campus. Five faculty members received grants ranging from \$500 to \$2,500 to redesign their courses so that more than 50% of course materials were open source. More grants are anticipated for 2018-2019. In another effort to reduce costs for students, SUNY Oswego also implemented the **Digital Direct Access** project which allows students to receive electronic materials on the first day of classes through a link in Blackboard — the college's learning management system. This is done by charging the students up front for materials, usually at a 15-60% discount from printed materials. In fall 2017, 30 class sections and 1,715 students participated, and in spring 2018, 21 sections and more than 2,000 students participated.

In addition, considerable strides were made to improve the accessibility of the campus website, social media sites and classroom materials, and to assist in making the digital campus more inclusive. The college invested considerable time and resources in the **Information Technology Accessibility** project last year to improve the accessibility of online material. The goal was to improve accessibility for all students who use several methods for learning and to remove barriers for students needing alternative methods of accessing online material such as closed captioning of video for viewers who are deaf or hard of hearing or accessible documents for a low-vision or non-sighted reader.





▲ SUNY Board of Trustees April 2018 visit to SUNY Oswego. Students are pictured with (L-R) SUNY Senior Vice Chancellor Johanna Duncan-Poitier, Trustee and Oswego faculty member Gwen Kay, SUNY Oswego President Deborah F. Stanley, Vice Chairman Merryl Tisch, and Trustee Cary Staller.

Meaningful Curriculum and Relevant Programs

SUNY Oswego is proud to be counted among the nation's best public comprehensive institutions. The college offers a diverse array of courses, programs and credentials to attract and to enroll a full class of talented, motivated students to its campus each year and to prepare them for meaningful careers in the years ahead. 300-plus Oswego faculty members lead over 110 academic programs at the bachelor's and master's degree levels through our College of Liberal Arts and Sciences and Schools of Business; Education; and Communication, Media and the Arts.

The college's curriculum spans the liberal arts, with a core foundation in general education, and also includes industry-minded, high-demand degree programs and credentials that prepare graduates to contribute to the labor market in our region, state and world. Each year, the college closely examines our curriculum and program offerings to make improvements and to seek new growth areas as well as to identify programs that need to be refreshed.

Last year brought forth the following **new degree programs and credentials**:

- Launched **Digital Humanities Minor** (Fall 2017)
- Launched **Dance Minor** (Fall 2017)
- Launched **M.S. in Biomedical and Health Informatics** (Fall 2017)
- Approval of **B.A. in Philosophy, Politics and Economics** (will launch Fall 2018)
- Approval of **Online B.S. (completion) degree in Wellness Management** (will launch Fall 2018)
- Development of SUNY Oswego's first micro-credential in Digital Media and Design (will launch in 2019)
- Approval of online M.A. in Strategic Communication (will launch Spring 2019)
- Creation of Online B.A. (completion) degree in Public Relations (approved, will launch Fall 2019)
- Expansion and delivery of curricular changes to Paris, France, semester program (established in 1969) and in planning for our Barcelona, Spain program (established in 1990) to include internships, housing choice, and most recently elective courses available in English.

Interdisciplinary Curricular Collaborations

Oswego faculty members pursue interdisciplinary initiatives and curricular collaborations that explore inequities, inclusion and related topics. For example, the [Humanities Collaboratory](#), an initiative spearheaded by the College of Liberal Arts and Sciences in fall 2017, bridges academic disciplines and allows for multidirectional infusions of ideas between the humanities, sciences and technology. The goals of the Collaboratory are twofold — for students to be able to see and articulate how their humanities skill sets intersect with other fields and can be applied in a variety of contexts, and to enable faculty members to pursue increased interdisciplinary collaborations in research and teaching that bridge the humanities to STEM, the arts and social sciences fields of inquiry.

These collaborations led to newly developed interdisciplinary courses:

- School, Pedagogy and Social Justice
- History and Culture of the Iroquois
- American Indian Religion and Philosophy
- Cultural Diversity in Science
- Anti/Decolonial Literature

In addition to building new degree programs, credentials and developing new courses that reflect the increasing diversity of our student body, last year dozens of faculty and staff members crossed over, or discarded conventional institutional divisions in order to deliver dynamic programming and unique services to our student body through the creation of new [SUNY Oswego First Year Signature Courses](#) that will launch fall 2018.

The First Year Signature Courses provide opportunities for students to discuss engaging issues while developing critical thinking, information literacy and both written and oral communication skills. Each class focuses on a unique subject, and all classes incite intellectual curiosity and provide opportunities for students to make campus connections and learn how to thrive in the SUNY Oswego community. Nine faculty members developed the small, seminar-style classes titled:

- **The Talking Dead:** Understanding Life from Human Skeletal Remains
- **“Winter is Coming” Bringing Even Stranger Things:** Narrative in Popular Television
- **How New is #MeToo?:** The History of Gender Activism in the United States
- **BOUNCE Onto Campus:** Laying the Foundation for a Lifetime of Good Health!
- **Snapchat, Terror Cells and Six Degrees of Separation:** The Mathematics of Networks
- **The Injustice League:** Crime, Justice and Inequality in Comic Books
- **The Witches Are Hunting:** Contemporary Feminist Activism in America
- **Black-ish Mirror:** A Study of Black Characters on Television
- **Hakas, Hat Tricks and Lambeau Leaps:** The Theatricality of Sport





Another example of SUNY Oswego faculty and staff working together to develop meaningful curriculum that is relevant to the history and place of the college as well as the important matters of our time, is SUNY Oswego’s “Grand Challenge Project.” In fall 2017, after receiving extensive campus-wide input on project topics, the college announced our first “Grand Challenge Project,” which is focused on **“Fresh Water for All.”**

Together, campus members are delving into one of the world’s most pressing issues — scarcity and the inaccessibility of fresh water. Faculty members across all disciplines have been encouraged to

incorporate the topic into their courses, and/or develop new courses built around the issue, supported by mini-grants. Opportunities to explore the topic through international trips and applied learning projects are emerging, and alumni have stepped forward looking to partner with the college and support this ambitious research agenda.

The “Fresh Water for All” project kicked off in June with the We Are Lake Ontario multidimensional exhibition and speaker series that ran throughout summer 2018 at SUNY Oswego’s downtown Oswego art gallery and bookstore location and included original student art, poetry and music to highlight the shared responsibility for keeping Lake Ontario clean.

Diversity, Equity and Inclusion

Last fall, SUNY recognized Oswego as a system-wide leader by presenting the college with the institutional **Diversity, Inclusion and Social Justice Award** for our innovative plan — infused through all campus sectors — to effectively communicate, consistently practice and creatively develop cutting-edge programs supporting diversity, inclusion and social justice. Dr. Jerald Woolfolk, SUNY Oswego’s Vice President for Student Affairs and Enrollment Management was also recognized for her leadership by receiving SUNY’s individual award for Diversity, Inclusion and Social Justice.

Also last fall, Oswego implemented our **Inaugural Diversity and Inclusion Fellow** program, a faculty appointment made by the President to work with campus leaders to develop a deep understanding of the complexity of diversity, inclusion and equity. In spring 2018, the college completed a search for our first-ever chief diversity and inclusion officer, and hired **Dr. Rodmon King** who began his tenure in July 2018, reporting directly to the President as part of the senior cabinet.

Increasingly Diverse Faculty and Staff

SUNY Oswego is committed to increasing the diversity of its faculty and staff. Since fall 2013, we have increased the number of our culturally-diverse faculty and staff from 141 people (9.9% of total population) to 197 people (13.2% of total population) in fall 2017. To achieve this increase and to continue this momentum in the years ahead, the following actions are underway at the college:

- The college’s affirmative action officer works closely with the Office of Human Resources, each academic dean and vice president to ensure that dialogue about the value of diversity is emphasized before and throughout each hiring cycle. The affirmative action officer and a human resources associate also meet with every search committee responsible for recruiting and hiring candidates for administrative, faculty and professional staff positions.
- The Office of Human Resources provides weekly reports to the President, provost and academic deans regarding the number of diverse applicants in all faculty and professional staff search pools, including factors such as gender, ethnicity, race, veteran’s status and disability status (if applicable). All search pools are reviewed for adequate diversity and, if there is not sufficient diversity, search committees are instructed to continue advertising or engage in additional outreach efforts.





- The Office of Human Resources developed an advertising and recruitment database that includes diverse job posting websites and publications; this list is provided to search committee chairs to assist in targeting more discipline-specific diverse candidates.
- SUNY Oswego established and continues to use a standard diversity statement in all job advertisements.
- Hiring recommendations for all administrative, faculty and professional staff searches are collected by the Office of Human Resources via a final search report and shared with hiring managers before offers are made to finalists.
- The vice president for administration and finance supported several professional development opportunities for a human resources associate responsible for facilitating diversity initiatives for her department. During 2017-2018, this employee participated in:

- The National Conference on Minority Faculty/Staff Recruitment and Retention in Memphis (July 2017)
- The Black Doctoral Network Conference Atlanta to assist with building a diverse pipeline of Ph.D. candidates (Oct. 2017)
- The Academic Network Regional Conference on Faculty/Staff Selection Committee Diversity Training in Boston (Nov. 2017)
- SUNY's annual diversity conference, Engaging Diversity, Equity and Inclusivity in the Classroom, Campus and Community: Celebrating a Decade of Transformational Diversity Leadership (Nov. 30 - Dec. 1, 2017)

Open Dialogue and Shared Governance

Through our shared governance process, SUNY Oswego brings together a variety of stakeholders — faculty, staff, students, administrators and sometimes alumni or others — to participate in discussion, planning and decision-making at the institution. In 2017-2018, the college established a new 15-member group — the **Task Force for Free Speech, Civil Discourse and Peaceful Assembly** — to examine how the campus should respond to requests to bring public speakers to campus who might incite dissent. The task force's work took into consideration the need to protect people's safety while upholding our commitment to an open exchange and rigorous discussion of ideas. Additionally, the President continues to hold multiple Town Hall meetings per year during which she answers any questions the students ask about the college. Each Town Hall meeting is attended by the heads of all campus divisions and by all senior leadership members so students can have their questions answered on the spot with the opportunity for follow-up conversations always available. The President also regularly holds 1:1 drop-in meetings for faculty, staff and students to stop by without an appointment to discuss any matters or topics of interest to them.

Last year within our shared governance structure and 31-member, campus-wide **President's Budget Advisory Group**, we created a subcommittee to review data from our **Faculty Salary Compression Analysis Study**, which identified the average SUNY Oswego faculty salary by department and title, including years of service, and determined the compression amount by individual to the average salary.

After reviewing the data, the subcommittee made recommendations to the Budget Advisory Group, including the provost and vice president for academic affairs as well as college President on what adjustments were needed. Some areas of the institution were immediately adjusted and others were recommended to be included in the coming year's budget.

Examples of other highly influential and important campus-wide membership groups include the SUNY Excels/Tomorrow Plan Advisory Group (54 faculty members, staff, students, administrators and College Council members); Campus Concept Committee (21 members representing all areas of the campus); and the President's Diversity and Inclusion Advisory Council (15 members).

Reaching Out to Increase Retention

SUNY Oswego's first-year student retention rate continues to hover around 80% with the fall 2016 cohort (as of fall 2017) retention rate of 78.3%. Therefore, the college remains laser focused on improving this retention rate. The division of Student Affairs and Enrollment Management and the division of Academic Affairs deliberately work

together to best engage and support our students beginning with the recruitment and enrollment management processes, continuing through the students' years on campus with faculty and staff serving as advisors and as mentors to the students through their years until graduation and often beyond. By working together and across divisions, we are best able to hone existing and/or develop and implement new initiatives to improve retention and student success. Such collaborative, cross-divisional efforts over the last year included:

O-TEAM

SUNY Oswego pilot tested an intrusive advising model, which the campus named the "O-TEAM" (Oswego Team for Effective Advising and Mentoring). The pilot attached a new professional advisor to 163 new students from eight major programs from the College of Liberal Arts and Sciences and the School of Communication, Media and the Arts. That advisor serves these students through their careers at SUNY Oswego and will connect them with the wider network of campus resources on that student's team, such as a faculty mentor, career services coach, librarian





and residence hall advisor. Targeted efforts for three of the majors led to significant improvements in first-year student retention when comparing the fall 2016 first-year cohorts to the fall 2017 first-year cohorts by major: physics from 60 to 80%; creative writing from 80 to 90%; and electrical and computer engineering from 60.5 to 61.3%.

Retention Workgroup Analysis and Report

Oswego's President, and the provost and vice president for Academic Affairs charged a workgroup of faculty, staff and administrators to work together with the Office of Institutional Research and Assessment to examine Oswego's academic probation policies, advising processes, use of the Starfish system and retention data summaries. These efforts were then compiled in a report to inform the recommendations made to college leadership that will help structure the way the college moves forward to improve retention this year.

Ask Oz Student Support Center

Last fall, the college came together to implement a pop-up Student Support Center in the heart of the Marano Campus Center as a "one-stop" location to help students with any questions or concerns they had, while making support and services easily accessible as they passed through the main hub of the campus. The diverse teams of faculty and staff not only answered questions, but also assisted with problem solving. They engaged students in meaningful discussions about pursuing career pathways and offered advice on how to make connections in a learning community to benefit one's personal maturation and development.



Starfish Early Alert System

We continued to enhance our use of the Starfish Early Alert System that helped us identify and connect with at-risk students to help them persist and succeed. Our faculty and advisors collaborated and communicated through the system to better track interventions with a more complete understanding of individual students and their unique challenges. We also enhanced our academic probation advising, along with providing support to the orientation pre-registration and advisement process.





VIEW VIDEO



▲ Learn what our international students are saying about why they chose to become Lakers, and what they enjoy most about life at SUNY Oswego.

Title IX and Sexual Assault

SUNY Oswego is proud to be a leader within SUNY for accomplishing the critically important work of educating to prevent sexual assault and interpersonal violence on college campuses. Last year, our Title IX coordinator offered over 80 Title IX information sessions, including those scheduled for specific populations, orientation, and academic or administrative offices. The coordinator delivered more than 65 educational prevention programs involving over 3,700 participants (primarily students) related to sexual and interpersonal violence, including “It’s On Us” daylong programs, “One Love Escalation” programs, residence hall programs, Consent Workshops, and programming for Stalking Awareness Month, Domestic Violence Awareness Month and Sexual Assault Awareness Month.

Our Title IX office was able to provide internships for 20 students (for credit or experience) that were tailored to academic programs and based on the needs of the Title IX office. Our Title IX coordinator contributed to Oswego’s retention of undergraduate and graduate student victims of sexual and interpersonal violence by working with the students and relevant college personnel to request accommodations and identify solutions that would enable the victims to remain enrolled in their courses at the college during their investigation and healing processes.

Office of Research and Sponsored Programs

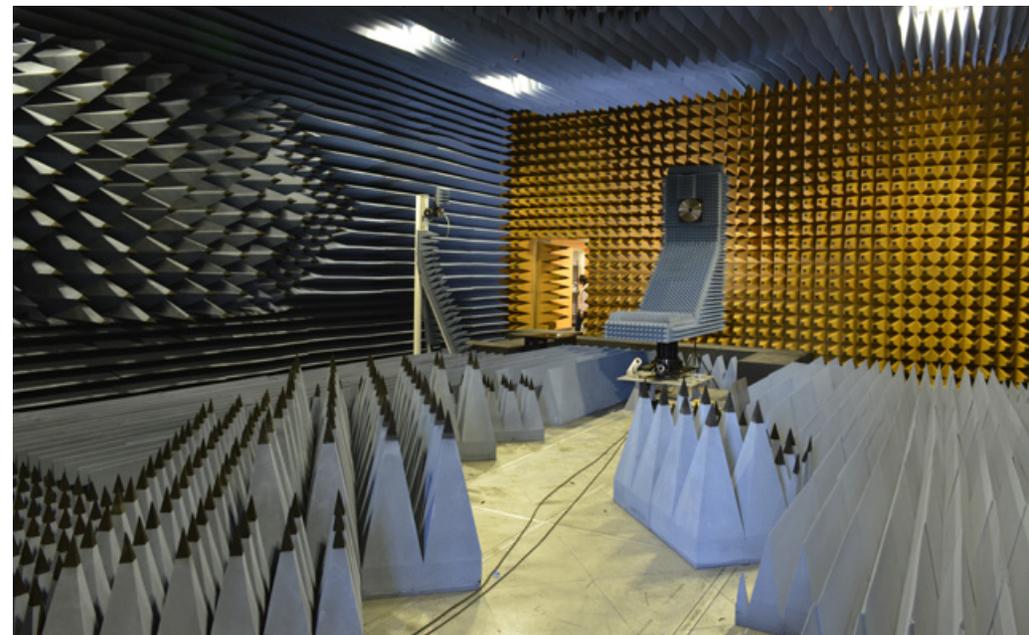
The Office of Research and Sponsored Programs (ORSP) is SUNY Oswego’s branch of the SUNY Research Foundation, and is responsible for the development, coordination and financial management of all contracts and grants at the college. All externally sponsored projects for research, scholarly and creative services utilizing SUNY Oswego facilities or personnel must be processed and administered through ORSP.

The ORSP office oversees the college’s [Early Start Program](#) that brings new faculty to SUNY Oswego over the summer so they can begin work on their research with the support from new colleagues. SUNY Oswego faculty and staff are composing more competitive applications for external funding which garnered a total of \$5.8 million in grants for sponsored research and programs in 2017-2018. Last year, there was a 12%

increase in the funding rate of grant applicants and contracts from the previous year, with a success rate of more than 75%. There also was an increase of 11% in the number of faculty and staff (41) serving as principal investigators on active grants (68). A full listing of awarded grants is available on the college’s [Office of Research and Sponsored Programs website](#).

The college’s Scholarly and Creative Activities Committee (SCAC) administration was transferred to ORSP and a new Research Committee Coordinator was hired. SCAC reviewed 71 highly competitive proposals and recommended a total of 44 Faculty Scholarly and Creative Activities (SCA) grants, Student SCA grants, Faculty Mini, and Faculty-Student Challenge grant applications totaling \$128,000 of internal funding. The review process included the generation of summary statements specifically designed to provide feedback to applicants and advice on how to make their proposals more competitive for internal and external grant opportunities.

- ▼ *SUNY Oswego’s Advanced Wireless Systems Research Center laboratory and room-size acoustic chamber enable researchers to develop and test wireless devices ranging from tiny blood pressure sensors to the antennas on a Humvee.*



Highlights of awarded grants:

- The **School of Education** received the [Teacher Opportunity Corps \(TOC\) grants](#), providing \$1.625 million over five years (\$325,000 a year from 2016 to 2021) to support up to 50 teacher candidates of color per year to work in high-need schools. The grants enabled the college to provide academic, social, financial and professional support, along with mentoring to our TOC scholars as they move through their teacher education programs and into their professional careers. To date, the program has served 55 students of color. Sixteen students have graduated; 12 are already hired at schools, and two others are in the process of applying.
- The **College of Liberal Arts and Sciences'** Environmental Research Center continues work on **"The Great Lakes Fish Monitoring and Surveillance Program: Expanding the Boundaries,"** funded by the U.S. Environmental Protection Agency - Great Lakes National Program Office. The current \$6.5 million grant will continue our highly productive collaboration with Clarkson University and SUNY Fredonia through 2020 to monitor such persistent toxic chemicals as PCBs, dioxins, furans and other legacy pollutants. Our current project team has continuously held an EPA grant since 2004, resulting in \$14 million in external support.
- The **School of Communication, Media and the Arts** received a **SUNY Explorations in Diversity and Inclusion** grant that framed many activities this past year. ["Many Voices, One Oswego: Diversity and Inclusion in the Arts"](#) featured performances, exhibitions and projects all year long and inspired the creation of three new culturally diverse courses. Highlights included the Veterans Book Project, events around the productions of "Clybourne Park" and "A Raisin in the Sun," and the [Diversity and the Arts Documentary Project](#), featuring Rita Coburn and resulting in seven intercultural student teams working on a documentary that highlighted the stories of veterans, the black experience in America and current international students.
- The college's **Advanced Wireless Systems Research Center** made SUNY Oswego the only SUNY comprehensive college to be awarded a **Technology Acceleration Fund** grant of up to \$50,000 for Secure High Data Rate Communications Employing Orbital Angular Momentum Modulation of EM Waves.



▲ *"Many Voices, One Oswego; Diversity and Inclusion in the Arts" explores topics of diversity through the lens of the arts — visual and performing.*

Internal Grants and Recognition Awards

Each year, SUNY Oswego invests over \$900,000 to support faculty, students and staff in their individual and collective interests in scholarly research, professional development and creative activities. The primary objectives of these grant and infrastructure programs are to foster new ideas, bolster scholarly and creative dissemination and improve opportunities for acquiring funding through external partnerships. Examples of internal awards include funding for:

- Over 30 **Faculty International Travel Grants** were awarded to faculty to travel internationally for new program development, to conduct research and to infuse international themes into their teaching.
- Over \$128,000 awarded in the form of 16 **Faculty SCA Grants**, 11 **Student SCA Grants**, and 17 **Faculty-Student Challenge Grants** to support faculty and student-driven research and innovative scholarly and creative projects. These projects were funded based upon their potential impact and potential for meaningful scholarly and creative



dissemination. Funded projects included those analyzing the impact of mass shootings with respect to survivor needs and emotional recovery, developing nanoparticle-based sodium battery technology, identifying environmental impacts on virus transmission in frog species, investigating substance abuse using anthropological methodologies, creating new means to navigate drones using differential GPS, and developing environmentally friendly plastics.

- Eleven **Early Start Program (ESP)** Fellows received a total of \$55,000 during summer 2017. ESP at SUNY Oswego is designed to provide support for newly appointed first-year tenure-track or tenured faculty in their research or creative activity programs by granting a summer stipend to those faculty members who choose to come to the SUNY Oswego campus prior to the start of the academic year to write their first external grant proposal under the guidance of ORSP staff.
- The **Technology Initiative Project** funds academic initiatives that relate to instruction, student usage, improving student usage and improving student learning through the use of technology. Priority is given to innovative or trial initiatives, which can possibly later expand on campus. Nine requests were awarded some portion of funding for a total of \$72,000. Examples include Communication Studies acquiring a portable television broadcast system and two virtual reality sets to create a virtual reality lab that will open in fall 2018 to aid students in all programs in the department and provide students real-world experience in broadcast journalism; new digital editing computers for the Cinema and Screen Studies Editing and Post Production Lab; creation of a hybrid Maker Space for students of studio and graphic design; and iPads to assist the Theatre Department's move to a digital format to manage all productions.

Research and Individualized Student Experiences (RISE)

Oswego's RISE office encourages and facilitates scholarly and creative activities to enhance students' educational experience. The office supports a wide range of mentored, self-directed work designed to empower students to apply the knowledge that they learned in classes. Undergraduate research and creative activities give students the opportunity to contribute new knowledge or materials into the academy.

During 2017-2018, RISE awarded 64 travel grants totaling \$17,877 to graduate and undergraduate students for their travels for scholarly and creative activities presentations at 10 international, 32 national and 27 regional conferences. The office also hosted the 2017 Scholarly and Creative Activities Symposium, featuring 36 scholarly works from various programs.

SUNY Performance Investment Fund Grants

SUNY Oswego, along with partnering institution Onondaga Community College (OCC) received a total of \$597,250 from the 2017-2018 award round of the **SUNY Performance Investment Fund** in support of three initiatives that are now all underway to increase access and success rates for Oswego students:

- Faculty from Oswego's Physics department partnered with colleagues from Electrical and Computer Engineering to obtain a \$297,750 grant for **Modern Energy Laboratories** supporting the purchase of equipment and monitoring systems to update Oswego's labs, build additional research and applied learning opportunities for faculty and students, and strengthen the transfer pathways for OCC students to become SUNY Oswego students, resulting in more career-ready graduates with skills in clean energy technologies.
- SUNY Oswego received a \$100,000 scale-up grant for our **Start Now** program to expand the pipeline program to OCC as described in a previous section.
- Oswego joined OCC (with OCC as the lead institution) to be a part of a \$199,000 grant to support the **Weekend College** accelerated degree program that will launch with a Friday evening and Saturday morning course delivery model designed to enable non-traditional, working students to access and complete the coursework needed for their associate's degree in business (from OCC) and then transfer to Oswego to complete a bachelor's degree in business and, if desired, an MBA as well.



VIEW VIDEO



▲ *Start Now, a unique partnership between SUNY Oswego, Jefferson Community College, and Onondaga Community College gets students on the road to success.*



VIEW VIDEO



▲ *SUNY Oswego's Summer Scholars program is one of many avenues funding and making research opportunities available for students.*

STUDENT SUCCESS



INTRODUCTION

Students graduate from SUNY Oswego equipped to effectively engage the world because they have participated in our longstanding tradition of applying learning to the needs and interests of society. In partnership with business, government agencies, non-profits, and international organizations, the college offers students an abundance of internships and cooperative education experiences, residencies, international study options, practicums, diversity training, leadership development, and community service opportunities. Oswego won national recognition in 2017 for expanding access to international education programs; among recent enhancements to those programs was the addition of internships as an option in our Barcelona program. Faculty and staff and even alumni connect with individual students to match their interests and talents with career opportunities — for instance, cinema studies students made contacts among alumni working in the film industry at the 2018 Tribeca Film Festival — and they help graduating students nail down their first full-time employment. Our 2017 survey showed a 95% placement rate, and 91% of those with full-time jobs worked in their field of choice. Details follow on these and more programs that help Oswego's students go on to lead productive and fulfilling lives.



Oswego's Applied Learning: Minds-On, Hands-On

Oswego's pedagogical approach is learner-centered and remains rooted in our history — our college founder Edward Austin Sheldon introduced object learning and Pestalozzian-style teaching that focused on the uniqueness of each student learner and students using all of their senses to engage their brains. Today, we continue to encourage our students to apply their learning in a variety of settings and in very tangible ways. This kind of minds-on, hands-on learning bridges the gap between theoretical understanding with practical knowledge that prepares our students to be productive employees in their chosen professions and civic agents in their communities.

In 2017-2018, 792 students registered with the college's Center for Experiential Learning for **internship** or **cooperative education experiences** at sites on campus, in the community and abroad. Last year, Oswego students engaged in the following minds-on, hands-on learning opportunities:

- 195 college students served as mentors in the **Mentor-Scholar Program** to 190 at-risk middle and high school students from six different area schools. The mentors earned course credit while they gained valuable experience and made a positive impact on the lives of local youth.
- 15 School of Communication, Media and the Arts students planned and hosted the **13th annual Dr. Lewis B. O'Donnell Media Summit**. The students organized a panel titled "Facts, Fiction, Politics and the News" that included accomplished media professionals — including two alumni — who discussed the increasingly volatile relationship between politicians, the press and the audiences they serve. The organizing students also joined with other students from the college's student-run television station, WTOP-10, to host a red carpet event before the panel and to produce a live webcast of the summit.
- Students from 11 classes — ceramics, screenwriting, directing for cinema, creative writing, marketing management, digital photography, graphic design, screen-printing, literary citizenship, experimental filmmaking and typography — participated in the **Smart Neighbors** interdisciplinary project. The students conceived, developed and executed a promotional campaign for the local Oswego farmers market, businesses in the Greater Oswego and Fulton Chamber of

◀ *Dr. Lewis B. O'Donnell Media Summit*



▲ Oswego's highly acclaimed Broadcasting and Mass Communication program, which has produced national and international broadcasting stars, allows students to explore a variety of areas including audio and video production, broadcast journalism, copywriting and media management.

- Commerce, and the Chamber itself. The project not only empowered students to create a project from scratch, but also instilled in them the value that they can bring to their community by sharing their talents and their time.
- The School of Education's **clinically rich teacher residency programs** show our commitment to transformative learning experiences. Students in our teacher residencies spend two full-time semesters in the field and receive professional development alongside their mentor teachers. Oswego's School of Education attained grant funding to support our students, received financial support from Syracuse City School District and was [nationally recognized](#) by the American Association of Colleges for Teacher Education recently for our clinical practice residency program.
 - 13 Master of Science in Teaching in Childhood Education candidates successfully completed a residency in two elementary schools in Syracuse City School District, with support from a private donor. To date, at least four of those candidates have taken positions in the district.
 - 5 undergraduate TESOL candidates also completed a residency year in Syracuse schools, with three taking positions in the district.
 - Since 2012, nearly 100 graduate and undergraduate candidates have completed residencies, and 29 have taken positions in the Syracuse City School District.
 - Health Promotion and Wellness Department students implemented a [health promotion program with residents at the St. Francis Commons Assisted Living Facility](#) in Oswego, applying their knowledge to help the residents and experiencing firsthand the challenges and rewards of their chosen profession.
 - **Quest**, our annual daylong interdisciplinary academic symposium, featured 397 unique presenters and co-authors who participated in 161 presentations and 70 panels and displayed 77 posters to the Oswego campus community. Graduate Studies introduced a [3-Minute Thesis](#) competition to support students' capacity to effectively explain their research in three minutes or less utilizing language appropriate to a non-specialist audience. There were 12 participants and three winners.

- When SUNY announced the **NY Stands with Puerto Rico Recovery and Rebuilding Initiative** service trips, SUNY Oswego was quick to respond and asked by SUNY to help lead. Of the 100 SUNY and CUNY students who traveled to Puerto Rico June 17 to help rebuild the island devastated by hurricanes Irma and Maria, 15 were from Oswego; an additional 11 Oswego students traveled to Puerto Rico for the second trip later in the summer, for a total of 26 from the college.
- The **Student Investment Club** provides a unique opportunity to business students to apply what they learn in the classroom in managing a real stock portfolio. Using funds donated by alumni donors, the club has been able to take an initial \$200,000 donation and turn it into \$327,763 as of June 30, 2018. That was a 15.4% increase from July 1, 2017, and just under a 64% increase from the original donation.
- The inaugural **Launch It**, a student business plan competition took place and drew more than 80 students to the initial pitch event, resulting in 16 student teams participating in the final pitch competition. Founded by the student business club ENACTUS, the competition incentivized innovation and invention within the students who sought to win the first-place \$1,000 award and then have a chance at the \$50,000 prize offered in Oswego County's Business Plan Competition. The students were challenged to identify a problem in the market, develop a solution to address that issue, formulate business strategies and then articulate their ideas in a concise and compelling manner to a panel of professional judges. The event involved alumni, faculty, staff and local business leaders who served as mentors and judges throughout the event. In 2018-2019, our Launch It winners will move to a regional and state competition.
- Our Student Economic Development Advisory Council reviewed and vetted two potential **Start-Up NY** projects that would provide student internships and career pathways.
- **Lakeside Media** is a campus-based video production business that gives students hands-on experience running a company under the guidance and mentorship of faculty members. Last year, 11 students earned \$7,254 for their multimedia services through the business. The students are responsible for everything from recruiting customers to storyboarding to filming and producing high-quality videos to keeping



▲ SUNY Oswego volunteers continued to help with the ongoing NY Stands with Puerto Rico Recovery and Rebuilding Initiative, the second deployment bringing more students and alumni to the island on July 29.



▲ Launch It provides forum for student entrepreneurs.

the books. They graduate with professional experience and videos in their portfolio, which sets them apart from other job-seekers.

- **SUNY Oswego's Agricultural Testing and Analysis Labs at the Port of Oswego** and the college's Shineman Center for Science, Engineering and Innovation utilized 12 trained student chemists to test and analyze grain shipments last year. In addition to receiving a total of \$27,592 in pay, the students helped meet the needs of one of the Port of Oswego Authority's largest customers, Perdue AgriBusiness, while receiving on-the-job business experience. To date, a total of 41 students have been trained, generating \$102,000 in student payroll over three years.
- Accounting students under the guidance of faculty offered tax assistant to low/moderate income households. The students in **Volunteer Income Tax Assistance (VITA)** program completed 428 tax returns. Coordinated by Beta Alpha Psi, the honor society for accounting and finance students in the School of Business, the local VITA program received a 100% score of the Quality Site Requirements in its Internal Revenue Service field audit last year.
- Ten School of Business students attended the May 2018 **Shanghai Normal University-SUNY Oswego International Academic Forum** in

Shanghai, China, part of the college's long-standing partnership with the Chinese university. Several of the student presenters received awards for their research. The students also participated in a welcoming tea ceremony, took a field trip to visit an entrepreneurship incubation park for educational enterprises and visited historic sites in Shanghai.

- 15 students provided weather forecast support to the NY State Department of Transportation and local schools through the **Lake-Effect Storm Prediction and Research Center**.
- This past summer, [nine SUNY Oswego Say Yes to Education scholars earned competitive 10-week paid internships](#) at sites in Syracuse that aligned with their majors, participated in leadership training and completed a community service project.
- Student-athletes earned an honorable mention national award for community service from the National Association of Division III Athletics Administrators by supporting a department-record 79 different projects and events.
- 10 SUNY Oswego students took a **"Staycation" in Oswego County, and performed more than 300 hours of community service** with nonprofits in the county. The college also partnered with eight new service organizations as Alternative Spring Break locations for a total of 81 students and staff to work together on community service projects throughout the country and in the Dominican Republic.
- The college partnered with the Oswego City Police Department, Oswego City Fire Department, County of Oswego Sheriff's Department and New York State Police to review the need for a **forensic science laboratory**, which will give students the opportunity to perform hands-on lab work. In 2017-2018, faculty and students conducted preliminary testing and analysis of evidence material to existing casework for the Oswego City Police Department.



◀ Students help community in local Alternative Spring Break effort.



The World as the Classroom

Oswego has long been a leader in international education because we know that international education experiences change students' views of the world like no other experience or classroom lesson can, and that students who surround themselves with diverse ideas, people and settings become global citizens with a broader, more sophisticated worldview.

Last year, a total of 335 SUNY Oswego students traveled abroad or to Puerto Rico on the two SUNY-led summer 2018 trips to expand their understanding of the world. In total, 281 students studied on credit-bearing programs, 28 participated in non-credit programs, and 26 participated in the New York Stands with Puerto Rico Recovery and Rebuilding Initiative service-learning trips. In addition, 34 SUNY Oswego faculty members developed 24 faculty-led programs abroad.

Of the 281 Oswego students who studied abroad for academic credit, 222 students participated on faculty-led short programs (one to two weeks in duration), 103 studied abroad for a semester or summer, and 38 went abroad with a faculty member to complete research together.

SUNY Oswego offers 93 of its own programs to Oswego students, and 339 programs are available to our students SUNY-wide.

Our commitment to offering international education experiences to our students and our efforts to expand access to study abroad have garnered national attention; we received the [2017 Excellence and Innovation Award in International Education from the American Association of State Colleges and Universities](#) for embedding short-term study abroad experiences in coursework across multiple majors and for making study-travel opportunities more accessible to underrepresented students. Top among those efforts is the student-mentoring program, I, Too, Am Study Abroad, which encourages students from all backgrounds to learn about the benefits and potential sources of financial support for international study and travel. Including SUNY Oswego's Global Experience Travel Grant from Oswego (GETGO) scholarship and all the endowed scholarships, SUNY Oswego now regularly awards over \$90,000 in scholarships per year to help increase access to study abroad. A link to all available scholarships is available on the [Office of International Education and Programs website](#).



Inclusive and Unifying Campus-Wide Programs

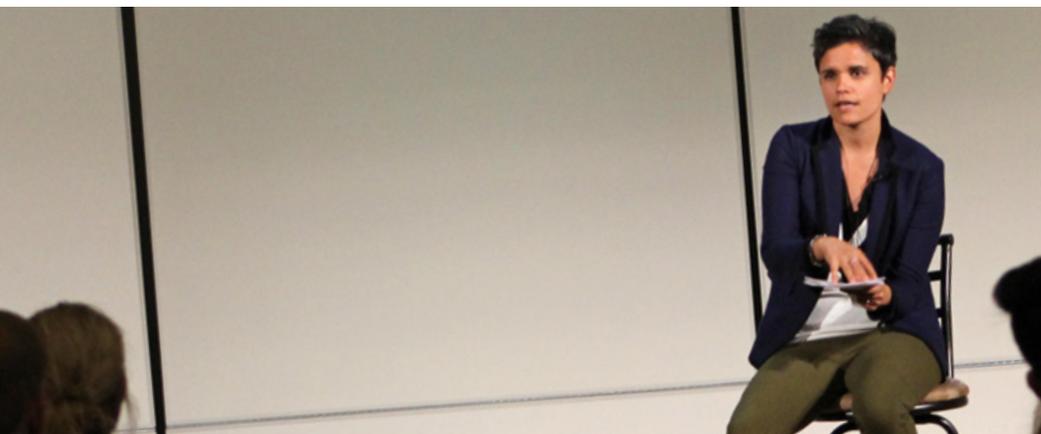
Oz Speaks

Established in 2016, this series brings the Oswego campus community together to explore issues and topics related to diversity, equity and inclusion. We seek out opportunities to hear the voice of our students and to serve as role models and advocates; Oz Speaks provides the forum for students to speak-out on national events and topics important to them. For example, in fall 2017, the college hosted a panel discussion about “Taking a Knee” and encouraged students to listen and participate in meaningful dialogue around the national anthem protest. In spring 2018, the college hosted a panel on gun control. The panel included Executive Director of Gun Owners of America Erich Pratt, SUNY Oswego Director of the Counseling Services Center Katherine Wolfe-Lyga and Regional Coordinator of New Yorkers Against Gun Violence Gary Pudrup, and it was moderated by SUNY Oswego Associate Professor of Criminal Justice Jaclyn Schildkraut, a nationally recognized expert on mass shootings.



I Am Oz

In observance of all federal heritage months, the I Am Oz poster campaign highlights campus members belonging to various ethnic and cultural groups to bring awareness of diversity on our campus. The posters were displayed throughout our campus in an effort to help our campus members become more aware of our campus community members’ unique backgrounds and experiences. The related I Am Oz Diversity Speakers series featured four lectures by prominent thought-leaders, including racial inequity scholar Dr. Nina Moore and gay columnist and feature writer for ESPN.com Kate Fagan, who together drew close to 1,000 attendees.



Shine the Light on Oz

Developed by the college’s Diversity and Inclusion Committee, this series encourages meaningful conversation — in person and on social media — among students and employees about understanding differences, as well as being misunderstood in realms such as race, gender, sexual orientation, ability, religion and socioeconomic status.

♦ *I Am Oz Diversity Speaker Kate Fagan, ESPN.com*



ALANA Student Leadership Conference

The 31st annual [ALANA \(African, Latino, Asian and Native American\) Leadership Conference](#), a weeklong multicultural celebration that drew well over 800 participants, provided student leaders with the opportunity to organize and run a variety of panels, lectures and other activities, including a Peace Walk with senior college administrators. All of the events helped promote an atmosphere of mutual consideration, understanding and respect in a multicultural environment by engaging students in positive interactions during social and developmental activities.

Black Student Union 50th Celebration and Martin Luther King Jr. 29th Celebration

The Black Student Union (BSU) celebrated 50 years of bringing culturally rich programs and speakers to Oswego's campus during a weekend of events in February. The weekend served as a grand finale to the college's Black History Month activities, which also included a concert featuring the works of black composers, Maarifa educational presentations and the college's 29th annual Martin Luther King Jr. Celebration with guest and keynote speaker Bakari Sellers, a CNN political analyst, lawyer and activist.

Inclusive Residence Halls

Our [residential communities](#) are designed to build community and personal growth by skill development and inclusive programming. In 2017-2018, 50% of resident student staff and 45% of student operations staff self-identified as being culturally diverse — surpassing the 28% of the student body total who identify as culturally diverse.

We presented approximately 40 diversity and inclusion programs throughout the year to our 4,400 students living on campus. In addition, students and faculty from our international-themed residence facility, Hart Hall, sponsored the annual [Hart Global Awareness Conference](#), a day and a half-long conference held for students to learn about other cultures and global issues as well as present posters, deliver lectures and give demonstrations of elements of their culture.

By having a broader array of perspectives represented in our residence halls, we are creating a more vibrant college community and better preparing our students to live and work in an increasingly diverse world.

OzLeads Leadership Institute

Funded by a generous gift from an Oswego alumnus, the college launched OzLeads Leadership Institute in 2015 to help students build upon their leadership potential through a year-long series of workshops, skill-based training sessions and keynote talks. Since its founding, the 20 students in the annual cohort have benefited from one-on-one mentoring with faculty and staff, and they have established a pipeline for other students to participate, some serving as mentors themselves.

In fall 2017, 25 students kicked-off OzLeads participating in a three-day retreat at Cortland Adventure Center in Cortland, New York. Two SUNY Oswego faculty mentors and two student affairs mentors developed a curriculum focused on meaningful involvement in organizations and development of quality leadership practices. Students also attended monthly workshops throughout the year and met with mentors twice a semester to discuss progress on their leadership goals.

OzLeads held its 2nd annual leadership conference in March 2018 titled “Leading at and After Oswego.” For this coming year, OzLeads will have two cohorts (12-15 students each); one in the fall — OzLeads Junior Scholar Program, for active leaders (rising juniors and seniors) and one in the spring — OzLeads Program for Aspiring Leaders (for first-year students). Students will meet twice a month: one session with guest speakers and one session for the cohort to process lessons learned.

Caring for the Whole Student: Strong Minds, Bodies and Hearts

As part of our learner-centered mission, we focus on student success and doing everything we can to create a space where students flourish and actively engage in the countless opportunities available on campus. First and foremost, we want our students to be safe and healthy, including in body, mind and spirit. We provide services to meet students where they live, such as counseling services in partnership with residence life that places a mental health counselor in the residence halls and placing coaches in the classroom with student-athletes.

The **Coaches in the Classroom** initiative invites head coaches to attend class with one of their student-athletes with the goal of bringing the student-athlete’s academic and athletic worlds closer together by fostering faculty and coach interaction. Last year, 15 coaches attended classes ranging from ornithology to psychology with their student-athletes, and their presence in class reminded student, coach and professor alike the importance of both academics and athletics in maintaining a healthy lifestyle in college and beyond.

By providing strong leadership with a focus on the overall quality of the student-athlete’s educational experience, the **Oswego State Athletics** programs afford students the opportunity to develop as a scholar, athlete and citizen. While always placing the primary emphasis on academics, Oswego State athletes have had exceptional success in their sports as well. The Oswego State men’s baseball team qualified for the Baseball College World Series for the second consecutive year, having five players named to the regional team, one named an All-American, and Head Coach Scott Landers honored as the American Baseball Coaches Association’s New York Coach of the Year. Several individual athletes in cross-country, wrestling and women’s track and field also qualified for their respective NCAA Championship.

SUNY Oswego invites all college members to take advantage of the fitness and athletics facilities on campus and promotes health and wellness in a variety of ways. In 2017-2018, **campus recreation** facilities recorded a combined total of 41,600 entry check-ins at the Lee Hall and Swetman gym desks. The department ran 57 programs that drew 7,676 participants in activities, ranging from intramural soccer and table tennis to club sports like synchronized ice skating and rugby.

The college also participated in the **SUNY Telecounseling Network** pilot program, which increased the capacity of psychiatric services on campus. Six counseling program graduate students gained experience and also extended our ability to serve students by working in the Counseling Services Center.

The Counseling Services Center staff delivered **Mental Health First Aid** trainings through Project AWARE to our faculty and staff. Through four workshops, more than 100 faculty and staff members learned about the risk factors and warning signs for mental health and addiction concerns, strategies to help students in crisis and non-crisis situations, and resources that are available to help these individuals. By year’s end, the Counseling Services staff hosted more than 300 outreach events, which yielded an estimated 10,000 contacts with members of our campus community.

To help address food insecurity and homelessness, the college opened the **Students Helping Oz Peers (S.H.O.P.) food pantry**. In its second year, the S.H.O.P. food pantry assisted 509 campus members, of which 100 were repeat visitors. College members help sustain the pantry through donations of money, non-perishable food items, toiletries and clothing and by volunteering their time to staff the pantry. We are now focusing on raising awareness of the pantry so more students know that these resources are available and that we are here to support and help them succeed.

Preparing for Beyond Oswego

[All SUNY Oswego students and alumni have access to our award-winning Career Services office for life.](#) The office makes available to alumni and students alike high-quality online resources and tools that they can access from anywhere in the world, and the staff accommodates one-on-one meetings with as many students and alumni as they can. In 2017-2018, Career Services conducted 1,607 professional one-to-one

career coaching sessions with students and alumni; sponsored 210 programs that engaged 6,494 students, 238 alumni and 501 employers; initiated contact with 644 new employers; and conducted 255 presentations, including 127 collaborative class presentations with faculty.

SUNY Oswego recognizes that alumni are one of the most important resources available to students as they develop their careers. Alumni speakers often give students a firsthand look at life in a given industry or position, which can help students identify or refine their career plans. Working in conjunction with the Alumni Office, Career Services invites alumni back to conduct mock interviews, review student resumes or participate in such activities as “speed networking,” etiquette dinners, and other networking events. Career Services student interns developed “Life Labs” workshop series, conducting multiple brief seminars each week on the most popular topics requested by their peers. Other programs include:

Suit Up

SUNY Oswego’s Career Services and the JCPenney store at Destiny USA in Syracuse, New York provided an estimated 400 students with an opportunity to purchase professional apparel at a steep discount through the [Suit Up](#) initiative. The students spent a total of \$42,000 while saving \$17,000 to swap out their sweat pants and leggings for business casual and formal attire — making SUNY Oswego first in the state and second in the nation in savings, behind only the much larger Colorado State University.

Candid Career Videos

A partnership between Career Services and the Alumni Office led to the inclusion of nine alumni into a national video database, viewable through our online subscription to Candid Career. Program logins increased 41% over last year, with most of that increase coming from our alumni videos.

Financial Literacy for Life

The college assists students in improving their financial literacy before they leave campus. The college’s Office of Career Services also gathers strong job placement rates for our graduates who can then start their post-college life on sound financial footing. As a result, SUNY Oswego’s three-year cohort default rate is 4.2% — well below the SUNY and national averages for comprehensive public master’s institutions.



Outcomes Beyond Oswego

Every year, SUNY Oswego graduates more than 1,600 students eager to begin careers, contribute to their communities and establish personal and professional roots around the globe. Our most recent “First Destination - Beyond Oswego” data (for the Class of 2016 as of 2017) show that SUNY Oswego has a 95% placement rate of our graduates, with 70% finding jobs, 16% going on for advanced education and 9% combining work and continuing education while 5% are still seeking. The majority of the Class of 2016 graduates — 66% — chose to remain and work in New York State. These data are evidence that Oswego graduates are prepared to pursue meaningful lives as productive, responsible citizens in their communities.



Laker for Life

From the moment our students step foot on campus, they become part of a lifelong community that extends beyond the borders of campus, across generations, into all professional fields and throughout all races and cultures. They become intricately connected to a network of 85,000 alumni who can depend on their alma mater to unite them through strategic programming and events, and support them at all stages of their professional development. We intentionally develop opportunities to bring together students and alumni to strengthen the bonds between each other and fortify their connections to the college.

- Through the **Alumni-in-Residence** program, we brought back 225 alumni (an increase of 41% from last year and our largest number to date) who interacted with our campus community during their visits. These interactions are critical in energizing our alumni and students, strengthening their ties to their alma mater, adding value to their Oswego experience and expanding the power of the SUNY Oswego professional network.
- **Alumni Sharing Knowledge** is a mentoring program that matches students with GOLD alumni (GOLD: Graduates of the Last Decade). The program gives current students a chance to network, receive advice, conduct informational reviews, visit work sites and learn the ins-and-outs of their chosen industry from the expertise of fellow Lakers. In 2017-2018, 134 students were connected with an alumnus mentor — a 60% increase in the number of participants from the previous year.
- In May, we welcomed more than 1,600 newly-minted alumni into the Oswego Alumni Association. Our new alumni graduated with the skills and confidence to make their mark on this world, and we know they will succeed and make their communities stronger. Joining in the celebration of the transition from students to alumni were [three successful alumni Commencement speakers](#): Christene Barberich '91, global editor-in-chief and co-founder of the award-winning women's media company, Refinery29, and a New York Times best-selling author; Robert E. (Bob) Moritz '85, global chairman of PwC; and Jeff Hofer '80, who heads Google's Digital Imaging Group for Brand Marketing and Hardware. Each speaker provided an inspirational



message to our graduates as they begin the next chapter of their lives, knowing that the college and a network of 85,000 alumni will be there to support them.

- Re-instituted in 2015, **Homecoming** is an on-campus fall celebration that brings together students with alumni — particularly graduates of the last decade — and enhances traditions at SUNY Oswego. In 2017-2018, the Alumni Office, working in collaboration with Campus Life, launched a new Homecoming “Tailgate” event, which drew approximately 500 participants. Other highlights included the Athletic Hall of Fame Induction Ceremony and Dinner, where current student-athletes and coaches met and mingled with alumni-athletes to gain historical perspective on their sport and college.
- Every June, the Oswego Alumni Association hosts **Reunion Weekend** on campus. In 2017-2018, a record 105 members of the 50th Reunion Class of 1968 returned for the rock-n-roll themed celebration that brought back more than 820 alumni. Alumni traveled from 34 states, and from as far away as Alaska. The earliest class year represented was 1947, and there were representatives from 67 years of classes, including 60 alumni volunteers who helped plan the events and dozens of students who greeted and assisted alumni throughout the

weekend. Throughout the year, the Alumni Office also assisted other offices and groups on campus in their planning of mini-reunions, including the Black Student Union in February and several athletics teams in the fall.

Local Lakers and Regional Events

The Oswego Alumni Association partners with academic departments to host a variety of events across the state and country. Recent examples include a social gathering in fall 2017 that brought together alumni, faculty and students from the School of Communication, Media and the Arts in New York City, and a trip in spring 2018 that enabled 37 Cinema and Screen Studies students to connect with Oswego alumni at the Tribeca Film Festival.

The Alumni Office recruited 170 Local Laker ambassadors — 117 of whom are within our five targeted regions that have the highest population of Oswego alumni: Albany, Central New York, New York City, Rochester and Washington, D.C. They hosted 12 events throughout the year that rekindled alumni connections to their alma mater and planted the seed for future engagements.

SUSTAINABLE & THRIVING INSTITUTION

An aerial photograph of a university campus, likely Michigan State University, showing a mix of modern and traditional buildings, green spaces, and a large lake on the right side. The text "SUSTAINABLE & THRIVING INSTITUTION" is overlaid in large white letters at the top.

INTRODUCTION

SUNY Oswego's reputation for academic strength and dedication to the success of our students appeal to prospective students and their families, as well as to alumni, donors and other supporters. The result: Our classrooms are full. Our residence halls are full. Our endowment is growing. And we have the means to innovate and maneuver to remain responsive and relevant to the needs of our students, region and climate-stressed world. In 2017-2018, we continued campus renewal projects designed to provide students with digital age learning spaces and meet the LEED gold standard of environmental responsibility, including nearing completion of a comprehensive renovation of the School of Education building and continued refurbishment of the arts building, which earned notice in Architecture Magazine; improved wireless service, allowing students to work online quickly and easily from any place on campus; notably reduced campus energy needs and committed further to renewable energy; and raised 17% more in private funding than the year before. We strive to be far-sighted stewards of all our resources, including the goodwill of people and organizations in our communities, with whom we actively partner in a multiplicity of common causes.

Fiscally Sound

Through the benefit of strong enrollment and the use of judicious enrollment strategies, the SUNY Oswego campus has been able to maintain a healthy financial condition. The college maintains considerable cash reserves in virtually all operational areas. The single most determinant factor of operational stability is strong enrollment, and our carefully designed enrollment planning above our negotiated budgetary target has generated additional resources that are combined with other campus-generated revenue streams. This allows the college to maximize funding opportunities and underwrite campus priorities and initiatives.

Annually generated funds derived from Income Fund Reimbursable programs and Research Foundation activities comprise the balance of other campus-generated revenues that contribute to the overall financial plan.

Decades of Promise: The Oswego Guarantee

For over two decades, the Oswego Guarantee has promised our students and their families that there will be no increase in the cost of room or meal plans for four consecutive years to help them with planning and knowing those costs up front. This creative initiative has also had the added benefit of keeping our student residences full, as students and families see the Guarantee as cost-saving and predictable.

Our ability to maintain a robust occupancy in our residence halls has created a revenue stream that has allowed the campus to systematically renovate our existing residence halls to meet the needs and expectations of a new generation of college students. The recent renovation of Scales and Waterbury halls, at a combined cost of \$27 million, was financed entirely from planned cash reserves, eliminating any need to increase debt service to the residence hall program. The renovation of these facilities has enhanced our revenue generation in this area considerably and contributed to the overall health of the college.

We believe the Oswego Guarantee to be a best practice in the SUNY environment, and we have shared the details of this innovative initiative with our SUNY counterparts.

Economic Engine

In so many ways, SUNY Oswego is an economic engine for Oswego County and the surrounding areas. As the largest public employer in the county, our employees live and work in the region, putting their paychecks back into the community. We annually bring to campus thousands of visitors who eat at area restaurants, shop at local stores and fill their gas tanks before heading back home. We hire local contractors who use local suppliers on our construction projects. We want our community to prosper.

But our biggest economic contribution is creating a college-educated workforce for the careers of today and tomorrow. We seek input from our corporate and industry partners to ensure our academic offerings align with the skills needed by employers and the jobs that will need to be filled. We instill the spirit of entrepreneurship in our students so that they will discover and innovate, and move society forward and revitalize the economies of our communities.



SUNY Oswego provided jobs for 1,233 full-time employees, 640 part-time employees and 3,544 student employees, for a total of 5,407 people in 2017-2018.

In addition to payroll, the college has infused millions back into the local and state economy through \$85 million worth of campus renewal and capital plan projects over the past five years. That translates into \$25.2 million going back into the state economy in the past 2.5 years alone.

A Lasting Commitment to the Physical Campus

The college has understood the importance of the physical campus and its role in our ongoing success. Over the past 20 years, the college has invested more than \$900 million in academic, residential and infrastructure enhancements to better support the mission of the college and improve the experience of all campus members. 100% of all buildings constructed on the SUNY Oswego campus have been built to create healthy and efficient space since the Leadership in Energy and Environmental Design (LEED) standard was recognized as a global symbol of sustainability achievement. Of the 3.5 million gross square feet on campus, 1.2 million gross square feet have been constructed for LEED gold certification. Of the 1.2 million gross square feet of academic space on campus, 931,727 square feet have been constructed for LEED gold certification.

During 2017-2018, the final phase of a comprehensive \$49 million renewal of Wilber Hall for the School of Education was completed

and provided a substantial upgrade to instructional delivery across the entire school. The final phase successfully reunites the School of Education in one facility for the first time since 1997. It also provides purposely constructed digital age classrooms for these departments.

Tyler Hall is near completion in a three-year, \$53 million renovation, which addressed instructional deficiencies for the art, theatre and music programs. This effort resulted in vastly improved facilities in the 100,000-square foot visual and performing arts building, enabling students and faculty access to digital-age instructional tools and program delivery. [The elegant, efficient and energizing renovations earned Tyler Hall coverage in Architecture Magazine in April 2018.](#) Scales Hall was the most recent residential renewal, which provides approximately 200 Oswego students with one more choice of living style on a very diverse list of possibilities.

Campus Technology Services (CTS) collaborated with several departments over the past year to integrate technology deeper into our **Digital Campus**. In summer 2017, CTS increased the campus infrastructure capabilities, improving the wireless service in Cayuga, Oneida, Seneca and Sheldon residence halls as well as in the newly renovated Scales Hall. The improved wireless service enables students to study and research with speed and ease from any campus location.



Sustainability — In Design, Action and Construction

Since 2007 when President Deborah F. Stanley became a charter signatory of the **American College and University Presidents' Climate Commitment**, SUNY Oswego has been committed to being a leader in sustainability, improving the environment and developing a deeper awareness of environmental and technological developments. For more than a decade, SUNY Oswego has shown great initiative in carefully stewarding our natural and fiscal resources. The college is committed to putting our physical resources, capital assets and technological capabilities to their highest usefulness. Campus members seek out ways to avoid making waste, or reclaim and repurpose what was once conceived as waste, and they identify and implement best practices to support sustainability efforts. The results have been significant.

The college has worked to reduce its carbon footprint and has initiated a number of projects relating to conservation and sustainability. The Sustainability Office leads our continuing efforts to develop campus members with the intellectual capacity, skills and technology to become environmental stewards of the future.

The **President's Advisory Group on Sustainability in Dining Services** was appointed to review all items currently procured throughout dining services to determine their environmental impact, recommend changes and identify best practices to strengthen our commitment to being

a leader in sustainability, while providing superior customer service to students. Implementation of the following recommendations for changes in resident and retail dining will begin in 2018-2019:

- Polystyrene plastic materials will be eliminated from all dining areas.
- A campus-wide social awareness campaign will be launched to reduce the use of bottled water and other plastics containers.
- Signage will be posted indicating sustainability campaign and discounts/options for reusable mugs for hot beverages.
- Resident dining areas will replace plastic soufflé cups with paper soufflé cups; plastic bowls and utensils will be replaced by ceramic bowls and metal utensils, or paper bowls if take-out; and plastic stir sticks will be replaced with wooden stir sticks. Retail dining areas will also add labels for "grab and go" items indicating recyclability.
- Retail dining areas will add labels for "grab and go" items indicating recyclability, offer paper soufflé cups as an alternative to plastic, replace plastic bags with paper bags and replace plastic straws with paper straws.
- Alternatives to food waste will be reviewed including food donations through the Food Recovery Network, and/or composting.



At the end of every academic year, the college initiates **Leave Green** — a rummage sale for students to donate any items that they no longer want or use. In 2018, the college collected nearly seven tons of clothing, household items, and non-perishable food from residence halls through the Leave Green initiative. Food items were donated to local food pantries and all other items were resold at a three-day sale, raising thousands of dollars for People Against Poverty.

More Small Actions with Big Impact Include:

- **Piano Refurbishing** - The Music Department's piano replacement plan included the refurbishing of existing Steinway pianos instead of purchasing new ones, saving the college over \$1.6 million.
- **Water Bottle Filling Stations** - The College installed 30 bottle fill water fountains in residence halls, and more are scheduled for placement in summer 2018.
- **Repurposing Scrap Metal** - Faculty from the Art and Technology departments continued to partner with Campus Facilities to reclaim and recycle scrap iron from spaces under construction for use in the Annual Oswego Iron Pour. The iron pour is dramatic public demonstration and a signature experience for students in sculpture and technology classes.

In April 2018, the college agreed to support the **New York Higher Education Large Scale Renewable Energy Project**, joining a consortium of 21 colleges that commit to use the power of SUNY to build, maintain and farm permanent solar, wind and hydropower sources, offsetting as much as 30% of the institutions' energy needs.

The Office of Sustainability received a New York State Energy Research and Development Authority (**NYSERDA**) grant in the amount of \$154,000 to update and move forward the college's roadmap for near- and long-term energy conservation and reduction of fossil fuel usage.

Environmentally Conscious Campus Construction

All new construction on campus since 2007 has met or exceeded the U.S. Green Building Council's LEED gold standards — an effort to partner with a national association to advance sustainable living. During the 2017-2018 year, the School of Education Renovation Committee

worked with Facilities Services and architects responsible for designing and bringing to fruition the \$16.9 million Wilber Tower Phase III renovation project, which is designed to reach the LEED gold standard. The team considered energy, carbon and waste reduction when making decisions during the design, construction and operation of the project.

Two major projects currently in design will advance the campus towards its goal of a zero carbon footprint. Hewitt Hall will be designed and constructed with the renewable energy sources of both geothermal and renewable ice chiller systems. One project, dubbed the “ice chiller,” proposes using the naturally freezing temperatures of an Oswego winter to create an ice reservoir. This ice will be “banked” in a subterranean vault and be used to offset the normal summer cooling load of the Hewitt Quad facilities. These systems will be designed and sized to be able to meet the needs for all of the Hewitt Quad buildings: Hewitt Hall, Lanigan Hall, Mahar Hall and the Penfield Library, totaling approximately 250 million square feet.

Supplemental solar and wind power are also under consideration for the Hewitt Quad energy needs. Additionally, the college will be reconstructing these buildings as “deep energy retrofits” with the goal of net zero energy consumption and zero or negative carbon footprint. The college intends to achieve this by utilizing high-performance energy envelope construction in the walls and roof system. These systems will not only impede thermal transition but will implement means by which energy is recaptured before it is lost to the outside and reused in the building.

Full Utilization

With the demolition of Snygg Hall in 2014, SUNY Oswego has been right-sized and subscribes to a policy of full utilization for all its campus buildings and preservation of green space, in keeping with the SUNY Space Guidelines. The college avoids physical solutions, which, if constructed independently, would create underutilized resources. In 2018, the college will update our 2010 Facility Master Plan to ensure economical operation of our facilities and delivery of our mission.



Reducing Energy Consumption

Facilities Services and Campus Technology Services completed a data center renovation in February 2018. The size of the facility was reduced in half, power was modified, and the cooling systems were changed to modernize the space and drastically reduce the power needs. Additionally, over 90% of the campus servers were virtualized, further reducing power needs and simplifying management of the systems.

The Sustainability Office increased energy efficiency in renovated building projects and developed an Energy Master Plan to identify and mitigate energy waste.

Oswego College Foundation: Stewarding our Financial Resources

The college has worked hard to grow our endowment to add financial stability and a predictable source of revenue that helps the college plan and build programs.

- Thanks to careful stewardship of our investments and our generous donors, the endowment has grown 11% over last year and 225% in the past seven years from \$11.5 million in 2011 to \$37.4 million as of June 30, 2018.
- In 2017-2018, alumni and development philanthropic activities generated a total of \$5,399,296 — a 17% increase over last year.
- For the past 10 years, the Oswego College Foundation endowment has outperformed our peer schools as well as our aspirational peers, including those with endowments over \$1 billion, resulting in a consistent 5% spend rate to support our student scholarship recipients.

- In 2017-2018, the foundation provided more than \$4 million to campus last year, enabling us to better support our student scholars, robust research agendas, professional and career development programs, and the curricular and co-curricular experiences that are hallmarks of a SUNY Oswego education.

Programs for Business and the Community

The Office of Business and Community Relations (OBCR) moved its 11-member staff to the busiest intersection in the City of Oswego, occupying 4,215 square feet of ground floor space that is easily accessible by the public. Among the programs offered are the Small Business Development Center, which served 211 clients with a total impact of \$3.6 million in Oswego County, and also Leadership Oswego County, the Retired Senior and Volunteer Program (RSVP), and the County of Oswego Workforce Development Board. This relocation also provides space for the Greater Oswego-Fulton Chamber of Commerce and Oswego Bookmobile administrative offices.

Custom Software and Training Delivery

The Office of Business and Community Relations partnered with the NYS Office of Temporary and Disability Assistance (OTDA) and SUNY Research Foundation to develop customized procurement software and managed a Request for Qualifications System for the agency. This online portal provides a user-friendly and streamlined experience for submitting and qualifying applications, scopes of work and bid proposals for delivering capacity-building training and services to OTDA. This system is open to the public and offers continuous recruitment of qualified applicants. In addition, our staff delivered customized workforce training to over (400) OTDA staff in Albany, Harlem, Brooklyn and Buffalo in 2017-2018.

RSVP

In its 45th year at SUNY Oswego, the Retired Senior and Volunteer Program recruited 355 senior volunteers who provided 45,000 hours of volunteer service for various community programming and non-profits.

- ♦ *Leading a partnership to synergize the strengths and resources of government, higher education and business are (from left) Oswego Mayor William J. Barlow Jr., SUNY Oswego President Deborah F. Stanley and Pathfinder Bank President Thomas W. Schneider, fronting the college's new Business Resource Center.*



Lifelong Learning Program

SUNY Oswego's Office of Business and Community Relations began development of an intergenerational Lifelong Learning program that will launch in 2018-2019 bringing students and faculty together with retirees and seniors for social and cultural enrichment.

Cruisin' the Campus

During Thanksgiving, winter and spring breaks, the college invites community members to come to campus to participate in the college's "Cruisin' the Campus" program — all free or low-cost family-friendly options including stargazing at Shineman Center planetarium, browsing Penfield Library, skating at Marano Campus Center arena, hiking or doing a bird count at Rice Creek Field Station, viewing art or shopping at Oswego State Downtown, watching college athletic competitions, attending cultural events, running or walking at Romney Field House, and playing hoops or swimming at Lee Hall gymnasium and pool. During 2017-2018, a total of 3,447 community residents visited the campus over the breaks to participate in the program offerings.

Workforce Development

In addition to the contributions our graduates make on the economy, the college oversees the Workforce Development Board of Oswego County, including the oversight of \$1.58 million in Workforce Innovation and Opportunity Act funding for the One-Stop Career Center and delivery of training objectives.

Leadership Oswego County

Last year, SUNY Oswego celebrated our 25th year of delivering professional development content around community stewardship and leadership skill development through the Leadership Oswego County program. The 21 members of Leadership Oswego County's Class of 2018 graduated, having earned 126 continuing education units. Other highlights of the program included:

- **Providing executive leadership** at the annual Leadership Oswego County retreat with business professionals from Oswego Health, Novelis, Exelon, Broadwell Hospitality and the Woodbine Group.
- **Providing \$10,000 in financial support** for Leadership Oswego County Youth Class of 2017-2018, underwriting the tuition for 16 Oswego County high school participants.
- **Organizing "Come Home to Oswego,"** a Leadership Oswego County alumni/community member local food tasting event for 63 attendees partnering with and supporting local businesses.

Arts in the Community

The arts have the power to inspire, motivate and educate. Tapping into creative expression — whether through fine arts, music, theatre or dance — helps people think conceptually and make stronger connections to the world around them. Through our programming, our School of Communication, Media and the Arts carries those attributes into the community — particularly in our programs for children in the community.

Departments in the School of Communication, Media and the Arts continued their work with the greater Oswego community through research projects, exhibitions, performances, presentations and youth programs. The Oswego Youth Conservatory offered class and individual piano lessons to over 40 students while the At the Art Studio program ran year-long sessions to more than 50 students. Art shows in Tyler Art Gallery, Oswego State Downtown and in the Syracuse Branch campus brought in over 3,000 people.

My Hometown Banner Project

The "My Hometown Banner Project" received a \$4,900 grant from the Oswego-based Richard S. Shineman Foundation to provide funding for the public space display of the creative expressions of students living in and around Oswego. Approximately 300 works of art by kindergarten through 12th grade students from Oswego public schools were produced. Selected works are displayed on 19 banners hung in public parks around the City of Oswego.



Sheldon Institute

Serving the social needs of the community, the Sheldon Institute, the on-campus summer enrichment program, served over 130 Oswego County community children in grades 2 through 10. Children engaged in hands-on projects in a range of classes (e.g., robotics, cooking, art, math) with dynamic teachers who included SUNY Oswego professors, area teachers and other members of the Oswego community.

In May, the college announced that the Richard S. Shineman Foundation donated \$1 million to expand the Institute and rename it the “Sheldon Institute for Barbara Shineman Scholars,” in honor of its founder, Dr. Barbara Shineman ‘65 M’71. The gift will generate \$40,000 annually — more than doubling the program’s operating budget, enhancing the learning experience, growing its reach and increasing access through need-based scholarships.

Educational Support for the Community

Founded as a teacher’s college, SUNY Oswego has its roots in educating teachers and developing compelling pedagogy. Our School of Education faculty and students share their expertise to enrich the classrooms and learning environments in the surrounding area. Sometimes this is accomplished through professional development for the classroom teachers; other times, SUNY Oswego students and faculty engage directly with the students.

Professional Development School

The Professional Development School (PDS) initiative includes liaisons from the School of Education working with county schools to identify needs of teachers to design professional development activities. PDS liaisons provided robust and relevant professional development to seven school districts.

Credit Accrual and Recovery Education Program

The [Credit Accrual and Recovery for Everyone \(CARE\) program](#) is an alternative learning program for Oswego county high school students housed on SUNY Oswego’s campus and delivered by the Center for Instruction, Technology and Innovation (CiTi) program that services the county. The CARE programs supports the social,

academic and emotional needs of students who were not successful in their home school districts.

Last year SUNY Oswego School of Education teacher candidates engaged in literacy activities with CARE students, as well as tutored and supported them in other academic activities. Twelve students participated in the original cohort. The program now serves 50 students. During 2017-2018, 35 mentor scholars, three faculty members, 25 pre-service teachers, three student interns and three Education Club volunteers worked with high school students in the CARE program. Data show that some students have completed the equivalent of two years' worth of coursework within a single year. [All CARE program high school seniors have graduated.](#)

Team Sheldon

SUNY Oswego's Team Sheldon is a partnership among the Oswego County public schools, the Center for Instruction, Technology & Innovation (CiTi) in Oswego County, and the SUNY Oswego School of Education. Collaborative issues addressed by this partnership included social, emotional and learning residency programs, needs assessment for new programs, implementation of instructional techniques for diverse populations, and review of programmatic coursework to ensure that the rigor of the curriculum is meeting the needs of the continuously changing learning environment.

Leighton Learning Community

A collaborative effort involving the Childhood Education program, Leighton Elementary School in the Oswego City School District, and civic and business partners, the Leighton Learning Community continued to offer additional professional development opportunities and courses in the onsite classroom at the elementary school. Since January 2017, 27 student teacher candidates received training, and 63 Oswego City School District teachers, teacher assistants and school counselors earned 253 professional development hours through the Leighton Learning Community.



College launches clinically rich partnership for teacher education. ▶



Planetarium Shows

For centuries, people have been fascinated by the stars — using them to navigate, track the seasons and inspire stories around a campfire. On Sunday evenings, members of the college and campus community line up to attend the free Planetarium Shows and Demonstrations hosted by Physics Department faculty members. During 2017-2018, the college presented approximately 175 shows with a total attendance of 3,100 visitors — or 300 more people than the previous year.

Rice Creek Field Station

Forest-bathing and spending time in nature de-stresses the human mind; reduces anxiety, depression and anger; improves immune function and is just generally good for the soul. SUNY Oswego's 300 acres of fields, forests, ponds and streams are not only used for ecological research by faculty and students but also serve as a true natural resource open to the public year-round.

In addition to its open trails, Rice Creek Field Station administered several programs, including a summer science education program for children called Exploring Nature. Staff also coordinated a special visit from Syracuse STEP program, and arranged for a panel presentation of SUNY Oswego students to discuss Rice Creek research and science at SUNY Oswego.

Chinese Language and Cultural Program

A free summer program for grades 3 to 12, STARTALK: Chinese Language and Culture Summer Camp taught communication skills to 60 children through an interactive approach to language learning. Thanks to a nearly [\\$90,000 federal grant from the National Security Agency](#), the participants learned Mandarin Chinese and gained a better appreciation of Chinese culture. The program seeks to equip American leaders of tomorrow with the language skills and cultural understanding to improve international relations and solidify national security and global economic competitiveness in the years ahead.

Lake Ontario Clean-Up

To preview our 2018-2019 campus Grand Challenges Project: Fresh Water for All, faculty and students developed academic and community service projects around Lake Ontario Habitat Management. In March, the national leadership honor society Omicron Delta Kappa

coordinated the Oz Lake and Lead event to clean up campus, which included the creation of a new student organization, Shining Waters, to focus on the ecological preservation of Lake Ontario and our campus. The campus and lake clean up followed an informative alumna guest speaker, Wendy Paterson '09.

Youth Career Programs

More than 600 eighth graders in Oswego County attended a Youth Career Summit where they explored a variety career paths, learned what education and training are needed to pursue those careers and what resources are available to obtain that career preparation. The office also coordinated the Training and Careers Expo event held at SUNY Oswego for 227 11th and 12th grade students in Oswego County.



FINANCIAL REPORTS

2017-2018 FINANCIAL RECAP:
TOTAL CAMPUS OPERATING BUDGET
BY DIVISION — ALL FUNDS

Expenses	Academic Affairs	President/ Administration	Administration/ Finance	Student Affairs	Development	Campus-Wide Utilities	Total	Percent of Total
Instructional FTE	320.25	-	-	4.00	-	-	324.25	
Non-Instructional FTE	245.50	26.00	365.00	139.43	15.75	-	791.68	
Total FTE	565.75	26.00	365.00	143.43	15.75	-	1,115.93	
PSR Instructional	21,654,134	-	-	-	-	-	21,654,134	
PSR Non-Instructional	14,309,109	2,004,933	11,319,181	7,487,024	1,303,043	-	36,423,290	
OT/Holiday/Other	242,594	5,418	1,219,108	40,335	6,712	-	1,514,167	
Subtotal Personal Service (PSR)	36,205,837	2,010,351	12,538,289	7,527,359	1,309,755	-	59,591,591	51%
TS Instructional	6,022,029	-	324	9,200	-	-	6,031,553	
TS Non-Instructional	1,325,857	121,648	716,765	809,230	-	-	2,973,500	
TS Students/Grad Students	1,068,297	50,767	530,072	1,636,756	975	-	3,286,867	
Subtotal Temporary Service (PST)	8,416,183	172,415	1,247,161	2,455,186	975	-	12,291,920	11%
Supplies	2,100,585	89,842	1,731,351	1,033,685	17,506	-	4,972,969	
Travel	716,588	89,445	474,925	1,034,571	43	-	2,315,572	
Contractual Services	4,683,292	253,252	2,167,405	1,072,266	61,929	-	8,238,144	
Equipment	1,712,278	7,904	512,883	187,088	18,115	-	2,438,268	
Library Acquisitions	348,277	-	13,125	2,175	-	-	363,577	
Utilities	-	-	-	-	-	4,629,942	4,629,942	
Other	2,000	-	2,000	6,866,723	-	-	6,870,723	
Subtotal Other Than Personal Service (OTPS)	9,563,020	440,443	4,901,689	10,196,508	97,593	4,629,942	29,829,195	25%
Total Expenditures (PSR, PST, OTPS)	54,185,040	2,623,209	18,687,139	20,179,053	1,408,323	4,629,942	101,712,706	
Fringe Benefits	2,805,177	-	2,596,397	3,489,817	-	-	8,891,391	
Assessment	-	-	278,15	-	-	-	278,150	
DASNY Overhead/Insurance	-	-	-	-	-	-	-	
DASNY Debt Service	-	-	6,153,729	-	-	-	6,153,729	
Other	-	-	-	-	-	-	-	
Subtotal Fringe, OH, etc.	2,805,177	-	9,028,276	3,489,817	-	-	15,323,270	
Grand Total	56,990,217	2,623,209	27,715,415	23,668,870	1,408,323	4,629,942	117,035,976	87%
%	49%	2%	24%	20%	1%	4%	100%	



COLLEGE LEADERSHIP



2017-18 College Leadership

Deborah F. Stanley, *President*

Scott R. Furlong, *Provost and Vice President for Academic Affairs*

Jerald Woolfolk, *Vice President for Student Affairs and Enrollment Management*

Nick Lyons, *Vice President for Administration and Finance*

Mary Canale, *Vice President for Alumni Relations and Development*

Pamela D. Caraccioli, *Deputy to the President for External Partnerships and Economic Development*

Kristi Eck, *Chief of Staff*

Howard Gordon, *Executive Assistant to the President*

Wayne Westervelt, *Chief Communication Officer*

▲ From top left to right: Mary Canale, Mary Toale, Pam Caraccioli, Howard Gordon, Kerry Dorsey (retired in 2016), Kristen Eichhorn (Dean, Graduate Studies), Scott Furlong, Nick Lyons, Jerald Woolfolk, President Stanley, Kristi Eck, Wayne Westervelt gather together to celebrate Dr. Woolfolk's new position as President of Lincoln University (started July 2018).





SUNY Oswego | 7060 State Route 104 | Oswego, New York 13126-3599 | 315.312.2500

oswego.edu



SUNY Oswego is accredited by the Middle States Association of Colleges and Schools; where appropriate, individual programs may be accredited by specific discipline-oriented organizations.