



2019 ANNUAL REPORT



LEARNING, GROWING AND INVESTING IN THE FUTURE

**OUR MISSION OF STUDENT SUCCESS**



# LEARNING, GROWING AND INVESTING IN THE FUTURE

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# PRESIDENT'S MESSAGE

Our 2018-2019 annual report for the State University of New York at Oswego shines a light on the innovative initiatives, individualized teaching and applied learning, sustainable practices and strategic partnerships that SUNY Oswego's faculty, staff, and students have engaged in together as we chart a course to learn, grow and invest in the future.

**Oswego is a college that cares.** Our students belong here; they thrive here. At Oswego, our faculty and staff form deep connections with our students who are on their quest for knowledge. We are a beacon in the lives of our students and graduates, preparing them and encouraging them to realize their goals... The Oswego Way. We are proud of what we have accomplished this past year and the strides our institution has made in alignment with Chancellor Johnson's vision for Innovation and Entrepreneurship; Individualized Education; Sustainability; and Partnerships.

**Our college is strong.** We are a fiscally sound institution that continues to focus on preserving our physical campus, offering modern facilities that elevate our entire campus community, and providing vital financial resources and scholarships that enable talented students to thrive at Oswego. We are an economic engine and have made a substantial impact on local and state communities through research, community service and business development. We are mindful of the need to look forward and continue to invest in the future.

**Many of the projects and initiatives listed throughout this report highlight SUNY Oswego's commitment to increasing academic and student success, sustaining our institution, and protecting the environment. We are succeeding in our efforts to position our graduates to live ethical and meaningful lives and build a better world for future generations.**

SUNY Oswego's academic strength continues to rise, resulting in recognition in national rankings for the college. We revel in the significant role we play in preparing the nation's next crop of leaders. Likewise, our campus ethos is one that embraces diversity and inclusion, encourages open dialogue,



▲ College President Deborah F. Stanley (right) and selfie-taker Cliff-Simon Vital (left) reflect the spirit of the annual Welcome Picnic for new students and current members of the campus community Aug. 24, 2018 on the quad near Hewitt Hall.

and values shared governance. We believe it is this welcoming culture, a true sense of belonging, that students, faculty, staff and alumni refer to when asked why they chose SUNY Oswego and how they have remained connected.

Throughout the past year, our college has also engaged in a self-reflective process, seeking to gain a greater understanding of the SUNY Oswego brand and uncover a renewed sense of who we are and the perception of the college in the community, across the state and around the world. I am pleased to share what we have learned so far in this ongoing effort.

A handwritten signature in black ink, reading "Deborah F. Stanley".

# OSWEGO BY THE NUMBERS

## Total Enrollment: 7,986 students

- 7,081 undergraduates; 96% are full-time/4% are part-time; 50% female/50% male
- 905 graduate students; 37% are full-time/63% are part-time
- 29% = Our most culturally diverse overall student population ever

## Fall 2018 First-Year Student Stats:

- Distribution of Fall 2018 Class by college/school:
  - College of Liberal Arts and Sciences: 40%
  - School of Business: 17%
  - School of Education: 14%
  - School of Communication, Media and the Arts: 13%
  - Undeclared: 16%
- Average undergraduate SAT/ACT/GPA: 1143/24/90
- 45% of Fall 2018 first-year students received a four-year renewable SUNY Oswego scholarship



**29%** of total student body (including international students) self-identified as Hispanic, African-American, Asian, Native American, Pacific Islander or multi-ethnic

## Outcomes

### Fall 2014 Cohort 4-Year Graduation Rate as of Fall 2018:

**53.3%** (5-year programs removed)

### Class of 2018 First Destination Outcomes as of Fall 2019:

- 95% Employed and/or Continuing Education
- 89% of those working full-time are in their field of choice.
- 66% work in New York State

### Fall 2017 Cohort Retention Rate as of Fall 2018:

**76.2%**

## Economic Impact on Region

### Largest Public Employer in Oswego County



- 4,993 full-time, part-time and student employees
- 61% of non-student employees lived in Oswego County (Data current as of May 1, 2019)

### Campus Renewal and Capital Projects



- Over the past 5 years of campus renovations and new construction, SUNY Oswego's capital plan projects exceeded **\$69 million** and injected more than **\$37 million** into New York's economy

### Research Dollars in Action



- \$4 million in federal, state and private support
- More than \$1 million invested in campus support for teaching, research, experiential and pre-professional learning opportunities

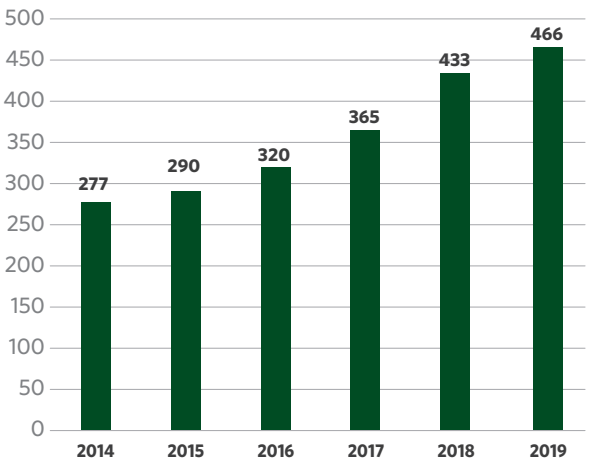


# Student Scholarships and Endowment

OSWEGO COLLEGE FOUNDATION, INC.

## Number of Donor Funded Student Scholarship Recipients

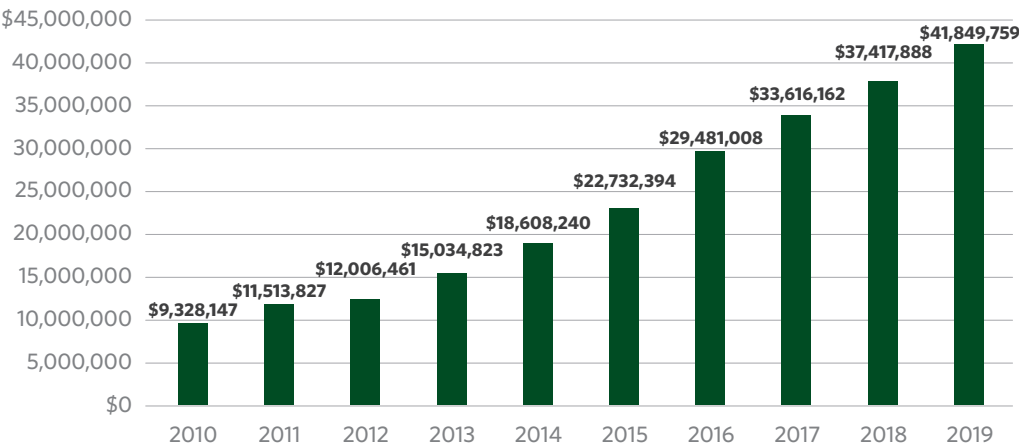
Years Ended June 30



OSWEGO COLLEGE FOUNDATION, INC.

## 10-year Growth of Endowment

Years Ended June 30



Nearly **86%** of **ALL** 2018-2019 students enrolled received more than \$85 million in aid (scholarships, grants and loans)



## OUR MISSION INCLUDES ALL

SUNY Oswego is committed to continuous improvement and to taking action that will help the college best educate, serve and advance its students — all students.

### **Mission**

*SUNY Oswego contributes to the common good by lighting the path to wisdom and empowering every person in the college community to pursue meaningful lives as productive, responsible members of society.*

### **Vision**

*Inspired by a shared commitment to excellence and the desire to transcend traditional higher-education boundaries, SUNY Oswego will be a premier institution that provides a transformative experience to a diverse body of students, empowering them to live ethical and meaningful lives and build a better world.*



# STUDENT SUCCESS





## STUDENT EXCELLENCE

*At SUNY Oswego, our core is our students. We measure the success of the institution on how well we nurture, mentor, inspire, and prepare our students so that they may go on to live ethical and meaningful lives and build a better world as successful graduates.*

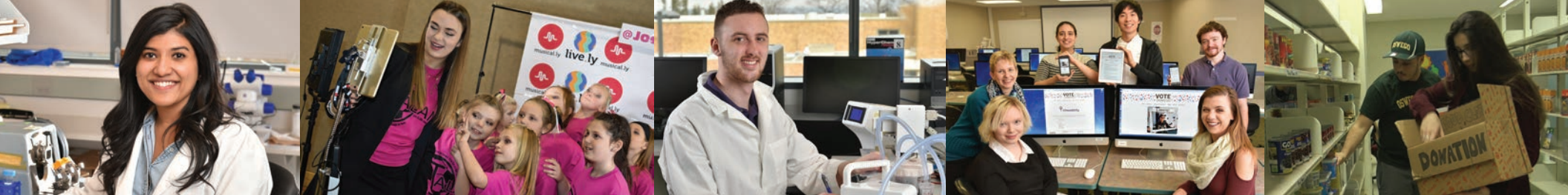
*Our students are succeeding in the classroom, on the field of play and beyond. Many are receiving local, national and international awards, while others are seizing valuable applied learning opportunities. Throughout the past year, our students were named SUNY Chancellor's Award winners and Fulbright Scholars; competed in regional business competitions; and traveled to Hollywood to learn more about the film business and to Puerto Rico to pay it forward and serve those in need. Some of our students started their own businesses while others helped test and refine advanced anatomical medical training tools in Vietnam.*

*This section also highlights the college's ongoing focus on implementing a number of new multi-dimensional efforts that strengthen and formalize the level of care and support we provide our students. In 2018-2019, we worked closely with students to plan and hold three action-oriented town halls, intentionally designed to allow students, staff and administrators to work together to make immediate changes for the betterment of the campus community. We are also building more holistic wrap-around supports for our students through our new "Care Network."*

*It is our obligation and honor to highlight and recognize the exceptional work done by SUNY Oswego students and graduates, in hopes that it serves to inspire past, current and future Lakers to reach for their dreams and excel in ways they might never thought was possible.*







SUNY Oswego's exemplary students were recognized and celebrated for their achievements and contributions throughout the 2018-2019 academic year:

- Four students were [2019 SUNY Chancellor's Award for Student Excellence](#) recipients — the highest student recognition through the statewide university system for academics, research, leadership, athletics and community service. Recognized for their outstanding achievements inside and outside the classroom were **Manna Job**, a biology major; **Jennifer Ofodile**, a biochemistry major; **Joely Rice**, a broadcasting and mass communication major; and **Dylan Richmond**, a physics major. Of particular note is that Rice — an entrepreneur and nontraditional student who enrolled exclusively online at Oswego on a transfer merit scholarship — is Oswego's first online student to receive the Chancellor's Award for Student Excellence.
- Campus Compact, a Boston-based non-profit working to advance the public purposes of higher education, named SUNY Oswego junior psychology major Ariel Gutman-Gates one of only 262 **Newman Civic Fellows** nationwide for 2019-2020. Campus Compact specifically recognized Gutman-Gates for his passion, hard work, community engagement and advocacy in growing [SHOP \(Students Helping Oswego Peers\)](#) — the campus food pantry — and for assisting his fellow students who struggle with food insecurity.
- SUNY Oswego senior biology major **Manna Job** earned Top Presenter recognition in the Ecology and Evolutionary Biology category for college participants at the Fall 2018 **Sigma Xi International Conference** for "Effects of Atrazine on Freshwater Mussels." Job conducted research with biological sciences faculty member Poongodi Geetha-Loganathan.
- Five SUNY Oswego students under the mentorship of graphic design faculty member Rebecca Mushtare won the national [AIR-U competition for accessibility in web design](#) for the team's inclusive work on the Vote Oswego site.

- A May 2019 SUNY Oswego graduate's artwork was selected for "[Best of SUNY Student Art Exhibition](#)" — **Rachel Futterman** was among seven scholarship winners across the 64-campus system in the 2019 Best of SUNY Student Art Exhibition.



Three students and two alumni became **Fulbright U.S. Scholars** and SUNY Oswego was named **a top producer of Fulbright U.S. Student awards** in its [2018-2019 list of top producers](#) of successful applicants for Fulbright U.S. Student awards. SUNY Oswego students who achieved Fulbright U.S. Student awards were **Michael Kaefer** and **Christopher Byrne**, who are teaching assistants in Germany, and **Michelle Tomei**, who is teaching English in Romania. Two alumni, both independent applicants, also achieved 2018-2019 Fulbright U.S. Student awards: class of 2016 alumna **Kimberlyn Bailey**, who is conducting research in Germany, and **Katie Sullivan**, class of 2015, who is teaching English in Malaysia

## ENGAGING IN APPLIED LEARNING

At SUNY Oswego, learning is not confined to just the classroom. Applied learning — an educational approach whereby students learn by engaging in direct application of skills, theories and models — affords students the opportunity to apply knowledge and skills gained from traditional classroom learning to hands-on and/or real world settings, creative projects or independent or directed research. Following are some applied learning initiatives our Oswego students have enjoyed this past year.

- [Engineering students created a Smart Garden to water plants with precision](#): A water and labor conserving Smart Garden that took shape in a lab in SUNY Oswego's Shineman Center for Science, Engineering and Innovation earned three senior electrical and computer engineering majors third place in the student poster competition at the **17th annual New York State Green Building Conference**.
- **Hollywood POV**: An annual program in the School of Communication, Media and the Arts took 16 students to Los Angeles to visit sites such as: Nickelodeon Studios, 21st Century Fox Television, Paramount Studios, Warner Bros. Studios, CBS Television City, and more. While in Hollywood, students learned more about directing, screenwriting, camera operation/cinematography, editing, producing, sound design, audio engineering, animation, marketing and promotion, graphic design, acting, special effects, set and costume design, development, programming, casting and music composition for film and television.
- The **Student Investment Club** continues to provide a unique opportunity to business students to apply what they learn in the classroom to 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 \$356,899 as of June 30, 2019. That was an 8.9% increase from July 1, 2018, and just over a 78% increase from the original donation.
- The [2nd annual Launch It](#) event, a student business plan competition founded by the student business club Enactus, 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.



▲ Hollywood P.O.V. students explore media production in the entertainment capital of the world.



▲ Student entrepreneurs in Launch It competition vie for prizes, while formulating business strategies.



- Each year, 15 to 19 new undergraduate student teacher candidates are recruited to participate in the **Leighton-Fitzhugh Learning Community** where each candidate spends 100+ hours during the semester actively participating in the school community and culture, assuming responsibilities typically delegated to student teachers and in-service teachers. Oswego faculty design and deliver professional development for both host teachers and teacher candidates so that teacher candidates engage in what the professional life of a teacher entails.
- Eleven more students were trained at the Port of Oswego and the Port employed 15 students through the SUNY Oswego **Agriculture Testing and Analysis Labs**, bringing the total trained to 53 students generating \$122,132 in student payroll. Students also brought poster presentations around their work to [Quest 2019](#) and presented at the SUNY Undergraduate Research Conference (SURC) 2019. Faculty associated with the analysis labs are working to develop an Applied Agriculture Sciences Certificate credential that is both industry-friendly and responsive to USDA testing compliance.



▲ Four SUNY Oswego teams presented their ideas at the **Compete CNY** business competition.

- A faculty-supervised independent study resulted in two students creating **The Harlem Dress Collective**, receiving 501(c)(3) status and launching their first annual event to support Harlem high school students. [Shaleena and Zina Campbell](#), both majoring in business administration in SUNY Oswego's School of Business, started the Harlem Dress Collective, whose progress impressed Harlem Fashion Week organizers so much they named the identical twins "Cultural Fashion Groundbreakers" at a gala in February 2019.



- Lewis B. O'Donnell Media Summit:** Panelists from the communications and business worlds explored a phenomenon that literally has put the power to build grassroots movements in the palm of one's hand in "Viral Voices: Advocacy in the Digital Age" at SUNY Oswego's 14th annual Dr. Lewis B. O'Donnell Media Summit, held on campus in October 2018. The summit was directed by students from the School of Communication, Media and the Arts and provided an opportunity for all students to meet with the panelists and many SUNY Oswego alumni who work in a variety of media and communication related fields.

- Under the mentorship of School of Business Professor Mary Tone Rodgers, students participated in the 2018 [CFA Research Challenge](#). The SUNY Oswego CFA Research Challenge Team won its bracket and took second overall in the annual Western New York Chartered Financial Analyst Institute Research Challenge.
- Winning broadcasts** — SUNY Oswego's student-run TV station WTOP recently [earned national recognition](#) via two Sports Video Group (SVG) College Sports Media Awards, both related to coverage of Oswego-Plattsburgh men's hockey games. WTOP won two honorable mentions — for Outstanding Live Game Production in the Collegiate Student category for "Men's Ice Hockey, Oswego vs. Plattsburgh" and Outstanding Live Non-Game Production in the Collegiate Student category for "SUNYAC Semifinal Pre-Game Show" — at the SVG College Sports Media Awards. The awards, co-sponsored by Sports Video Group and the National Association of Collegiate Directors of Athletics, recognized winners at the SVG College Summit in Atlanta.

- SUNY Oswego won three **Excellence in Broadcasting Awards** from the New York State Broadcasters' Association statewide competition. Senior broadcasting majors **Asha Bey** and **Amada Caba** earned Outstanding Feature News Story for "Student Spotlight: Daphne Frias." Senior broadcasting major **Brittany Cairns** (executive producer) and the WTOP Sports Department won Outstanding Specialty Programming for "SUNYAC Playoff Pregame Show." Senior meteorology major and WTOP Chief Meteorologist **Alex Bielfeld** earned Outstanding Weathercast for the Dec. 4 "Storm Team 10 Forecast."



▲ SUNY Chancellor Kristina Johnson meets with student media leaders during her November visit to SUNY Oswego.



## OUR CLASSROOMS ARE BORDERLESS

A SUNY Oswego education continues to transcend the traditional confines of the classroom and immerse students in cultures, landscapes, institutions, laboratories and workplaces around the globe. Last year, **414 SUNY Oswego students studied abroad in 33 different countries**. Within those figures, 40 SUNY Oswego faculty and staff led short-term trips for a total of 302 students to countries around the globe as a part of a campus-based course — thus increasing access to study abroad experiences for more students.

As a reflection of the college's commitment to providing a global education to its students, SUNY Oswego's Office of International Education Programs (OIEP) was awarded the **Excellence in Diversity and Inclusion in International Education (EDIIE) award** in the "Organizational Excellence" category from the Diversity Abroad organization. Among our contributing factors cited was the proportion of underrepresented students in our education abroad programs, our on-campus outreach and mentoring programs, our expanded scholarship and financial structures in support of students, and the involvement of many diverse and talented faculty members leading programs.

For another year, the OIEP continued to support the **SUNY Stands with Puerto Rico** service program during summer 2018 and winter 2019 by bringing approximately four dozen students, led by four faculty and staff members, to Puerto Rico to help rebuild infrastructure and provide fresh water filters to

those in need. A campus-wide fundraiser was held to support the Fresh Water for All Grand Challenge: *Puerto Rico Fresh Water For All* water filter initiative and \$4,700 was raised to purchase 85 Kohler water filters to serve families who still have limited access to fresh water.

Seven SUNY Oswego Human Computer Interaction major students also traveled overseas when they spent part of their summer in Vietnam, helping test and refine advanced anatomical medical training tools and immersing themselves in a new culture. **Partnering with the Center for Visualization and Simulation of Duy Tan University**, the students worked on training tools that will aid medical and other professionals. The Center specializes in developing a range of 3D virtual simulations. Oswego students worked with the Center's main software products, for a human anatomy training tool that can run on phones, tablets and desktops as well as in virtual reality headsets.

Ten students from the Shanghai Normal University joined several SUNY Oswego students and presented their research at the **Shanghai Normal University-SUNY Oswego International Academic Forum** in April 2019 as part of the college's long-standing partnership with the Chinese university. Several of the student presenters received awards for their research.

▼ *SUNY Oswego continued to provide relief and recovery after hurricane damage to Puerto Rico. A recent initiative ties into the college's Grand Challenges: Fresh Water for All campaign.*



## A CULTURE OF CARING

The division of Student Affairs and Enrollment Management (SAEM) refocused its mission last year on addressing the needs of our students by helping each one develop the knowledge and resilience needed to respond to and overcome their individual challenges. Staff were repositioned as a “**Care Network**” charged with building pathways and connections for students to feel connected, valued, and aligned with the college to have the best experience possible.



The Care Network is built around an eight-dimension wellness wheel (occupational, financial, physical, intellectual, environmental, social, spiritual and emotional) developed by SAMHSA. This wellness wheel helps the division to think about students in a holistic way. Students are viewed under the lens of health and wellness because we know these dimensions are factors which impact a student's experience and well-being at some point during their educational journey. **The Care Team's** job is to identify and coordinate programs, services, and resources to support the health of students seamlessly through partnering with other offices in the division and across campus to create a network of care. The wellness wheel model is also the lens by which the Care Network will develop workshop programs for students. Our efforts should result in being a more proactive campus in addressing students' needs.

A Care Network cannot be successfully implemented and embraced by the students it is designed to serve without a genuine campus-wide culture of caring. Therefore, during the 2018–2019 academic year, President Stanley charged all vice presidents, deans, directors, and the Faculty Assembly Chair to work closely with students to plan and hold three **action-oriented town halls** — intentionally designed to allow students, staff and administrators to work together to make changes for the betterment of the campus community.

SUNY Oswego's embrace of open dialogue and active listening was evident in the invitation to all campus community members to attend the three town hall meetings, including one co-hosted with the City of Oswego mayor. Based on comments shared at the town hall meetings, five key topic areas emerged and are resulting in new actions taken:

1. **University Police and Campus Relations**
2. **Classroom and Academic Relations**
3. **On-Campus Student Life**
4. **Off-Campus Student Life/Campus Community Relations**
5. **Communicating Issues and Concerns**

Highlights of other campus-wide efforts to support students included:

- **Counseling Services** partnered with the college's Employee Assistance Program (EAP) to deliver a larger Mental Health and Wellness Fair with participation of 44 student groups, campus departments and community vendors; Counseling Services managed wait times for students by doubling Let's Talk offerings — the Counseling Services Center's informal student walk-in hours program offered in the residence halls — and increased utilization of Let's Talk by 170% over the previous year; increased attended appointments by 16%; partnered with graduate education programs at SUNY Oswego and Syracuse University to host eight trainees, including master's practicum and internship students and doctoral students.



- **Health Services** partnered with Oswego County Opportunities (OCO) and the Oswego County Health Department (OCHD) to provide HPV (human papilloma virus) vaccines to our students. Their efforts resulted in Health Services receiving the Innovation Award at the statewide Immunization conference for the collaboration of coalition members to implement campus HPV vaccine clinics. To better serve all populations of students, Health Services also launched a new website and resource guide for transgender and gender nonconforming students and began offering interested students that identify as transgender or gender nonconforming hormone replacement therapy (HRT) at the Health Services office.



- **Residence Life and Housing** expanded the services of the “embedded counselor” to all residence halls; provided enhanced training for the professional and student staff; and presented over 400 programs including 30 civic engagement/community service programs, 44 diversity/social justice programs and 37 programs on mental health.

- **Title IX:** In 2018–2019 our Title IX Coordinator and staff delivered 140+ educational prevention programs to 6,000+ people (mostly students) related to sexual and interpersonal violence, It’s On Us days, One Love Escalation Programs, residence hall programs, consent workshops, Stalking Awareness Month, Domestic Violence Awareness Month and Sexual Assault Awareness Month.





## OUR STUDENT-CENTERED PROGRAMMING REFLECTS OZ

To further cultivate a feeling of belonging and inclusion, SUNY Oswego continued its “Oz” programming designed with and for each year’s unique mix of SUNY Oswego “Oz” students. Last year, three “I Am Oz Diversity Speakers” (noted below) spoke on diverse perspectives, experiences and issues that impact our communities.

**LaToya Ruby Frazier**, photographer and environmental activist, presented “Flint Is Family.” Frazier has actively supported artists in Flint, Michigan, in the wake of the city’s water crisis and was chosen by Ebony as one of its “100-Plus Most Powerful Women of All Time.”

**Etan Thomas**, former NBA player, writer, commentator and author, spoke about his book “We Matter — Athletes and Activism” — a collection of interviews and commentary with athletes, activists and media personalities who have dedicated their life to social change.

**Dr. Joseph Ewoodzie**, author and sociologist, discussed “Getting Something to Eat in Jackson and Other Stories of Our Social World.” His wide-ranging talk included topics such as food choice and availability in African American communities and how marginalized communities interact with the 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.

The 2018–2019 cohort of 25 students participated in biweekly skill building workshops, networking meetings with Oswego alumni who shared their leadership stories with the aspiring group, and biweekly 1-on-1 sessions with a faculty or staff mentor. The institute culminated with a site visit to Digital Hyve in Syracuse, a thriving and quickly growing start-up company that is owned and operated by Oswego alum Jeff Knauss. Jeff spent close to two hours with the cohort to share his leadership story and instill the importance that leaders play in the development of their organizations and their communities.



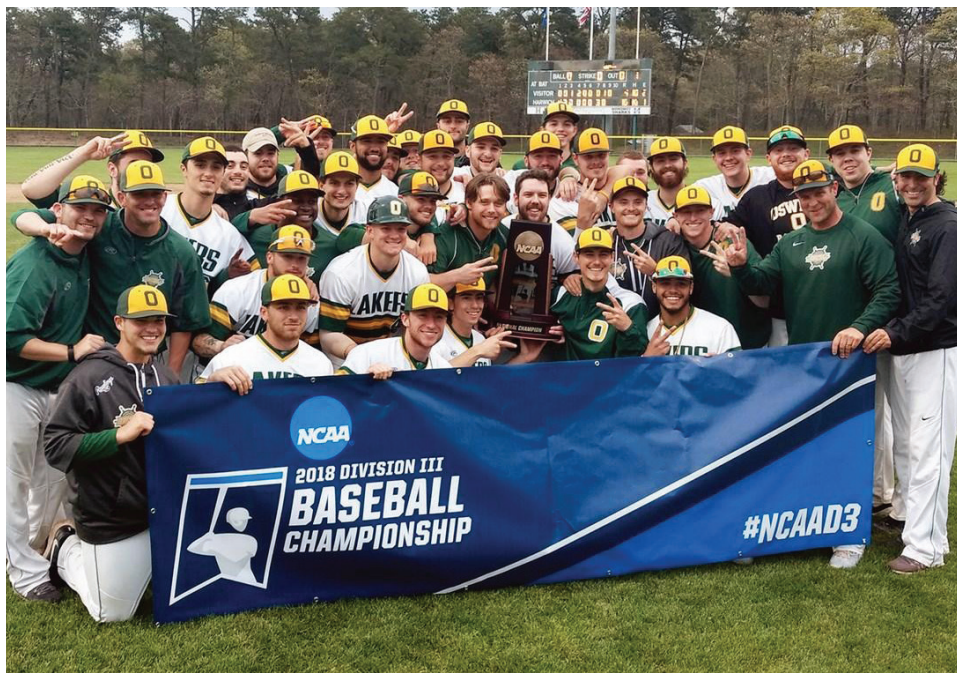


## LAKERS IMPACT

**Athletics** again cultivated opportunities to unite Oswego's student-athletes and the local community. Their efforts again earned them a **first place national award for community service** from the National Association of Division III Athletics Administrators by supporting a department record 81 different projects/events. This is the 12th award given to SUNY Oswego Athletics in the past ten years.

### Our student-athletes excelled in their sports:

Baseball **won a third consecutive SUNYAC Championship title** and appeared in a fifth-straight NCAA Championship; Men's Basketball advanced to the NCAA Championship Sweet 16 round for the second time in the last four seasons after winning the regular season and postseason SUNYAC Championship; Men's Hockey appeared in the NCAA Championship for the eighth time in the last decade; Baseball, Men's Basketball, Men's Hockey, Men's and Women's Lacrosse, Softball and Volleyball all qualified for SUNYAC Championships; two students received SUNY Chancellor's Scholar-Athlete Awards; individual awards from SUNY were given for the: Men's Ice Hockey Defensive Player of the Year, Women's Lacrosse Defensive



Player of the Year, Baseball Co-Pitcher of the Year, Baseball Rookie of the Year, Women's Long Jump Champion, Men's 200-yard Backstroke Champion, as well as an Empire 8 Player of the Year in Golf; and two coaches were honored with SUNYAC Coach of the Year awards: Head Men's Basketball Coach and Head Men's Hockey Coach. Our Head Golf Coach was named Empire 8 Coach of the Year.

## OUR INDUSTRY-ALIGNED CAREER SERVICES MODEL

Career Services enhanced engagement with parents and families through bi-monthly newsletters (reaching 5,200 family and friends), communicating with prospective families in support of admissions efforts, and presentations/ tabling for open house and orientation events. Career Services also celebrated a record number of employer registrations and student attendance at annual Career & Internship Fair events. In total, 5,700 employers posted 18,300 jobs and internships from all 50 states and 51 countries.

Career Services also participated in **National Grid's SUNY Career Connections Day**, in which National Grid partnered with the State University of New York system to offer a [first-ever SUNY career fair](#), welcoming 30 SUNY Oswego students to a half-day program in October. National Grid invited future internship candidates and job seekers from a wide variety of majors to tour the company's Learning Center in Liverpool, hear informational talks and take advantage of one-on-one networking with National Grid employees.



SUNY Oswego's Alumni and Development team also supported Career Services' efforts to coordinate professional development and exploration events off campus. In Fall 2018, the Office of Alumni and Development hosted **CNY Career Connections** for more than 50 people at the Syracuse Campus that brought students together for networking with alumni and recruiters from companies across Central New York. Earlier that day there was a site visit to C&S Companies, headquartered in Syracuse. The event consisted of a site tour and a panel of Oswego alumni and employees of C&S, working in various departments within the company, who spoke with students and young alumni about their careers.

In January, Career Services and the Office of Alumni and Development hosted **New York City Career Connections** at the SUNY Welcome Center in New York City. The event included networking and conversations between 87 students and 21 alumni as well as site visits at SportsNet NY, Fox Network Group and Prosek Partners.

The **Alumni-In-Residence (AIR)** program brought back a record-breaking 314 accomplished Oswego alumni to campus to share their knowledge and career experiences with current students. The AIR program is a great point of pride for us, as it puts our alumni in front of current students, with benefits of career mentorship, networking and connections. The alumni, including many board members and donors, spoke in classes and met informally with students and faculty. Additionally, a total of 122 students and GOLD alumni were connected to an alumni mentor through the **Alumni Sharing Knowledge (ASK)** program.

## OUR GRADUATES' OUTCOMES BEYOND OSWEGO

The SUNY Oswego **Class of 2018 Graduate Report, "Beyond SUNY Oswego,"** is an initiative of Career Services designed to provide the latest information on SUNY Oswego's Class of 2018 within one year of graduation. All calculations are based on knowledge of 1,084 graduates. These graduates represent 66% of the total 1,635 graduates of the Class of 2018. The graduates counted reported: 95% were employed and/or continuing their education; of the employed graduates, 89% of those working full-time were in their field of choice and 66% of the employed graduates were working in New York State.

► *Jeff Ragovin '00, delivers the keynote address at the May 2019 Commencement ceremony for the School of Business.*

## OUR STUDENTS ARE LAKERS FOR LIFE

In May another 1,600 newly minted alumni became part of the 86,000-member Oswego Alumni Association during three Commencement ceremonies — which featured two Oswego alumni as speakers and honorary degree recipients: **Jeff Ragovin '00**, the chief growth officer of Social Native; and **Dr. Yvonne Spicer '84 M'85**, mayor of Framingham (Mass.) and a leading national advocate for science, technology, engineering and math (STEM) education. These new graduates now have the opportunity to become engaged with the college as alumni and give back like 1,800 alumni did last year (including 50 Reunion planning and giving volunteers, 1,100 ASK mentors, 314 AIR visitors and dozens of members of college boards). Many of Oswego's alumni volunteer their time and energy on current alumni events and programs, agree to make themselves available as a resource for our students, serve on the college branding advisory group, scholarship selection committees, Athletic Hall of Fame awards committee, auxiliary services committees, and/or other college committees.

Last year, through a revamped Alumni Awards program, seven alumni were selected to receive 2019 Oswego Alumni Association awards for their service to the college and their community: **Stephen Butler '85, David DeVillers '89, Craig Fisher '65, Christy Harrison Huynh '98 M'08, Cameron Jones '09, Diane Larsen-Freeman '67 and Robert Moritz '85**. They represent a broad definition of success, as they reflect Oswego's varied programs and the wide-ranging paths that alumni take after graduation.





# ACADEMIC STRENGTH





## OUR TRADITION OF EXCELLENCE CONTINUES

*SUNY Oswego celebrated another year of academic strength, student success and service to the region and New York State—standing tall as a sustainable, thriving beacon and proudly as an anchor-institution and employer for our region. Cultivating and supporting student success continues to be the core of SUNY Oswego’s identity and, throughout the past year, the college designed and implemented academic programs, courses and student-centered initiatives to spark curiosity, grow advisement practices and elevate learning outcomes.*

*Our strength is rooted in an increasing culture of diversity and inclusion on campus. In addition to enrolling our most culturally diverse first year class in Fall 2018 at 33.8%, we continue to be lauded among the best colleges and universities in the Northeast and recognized for the global education and international learning experiences we provide. We are focused and continue to invest in our most valuable asset—our students,*

*As we continue our tradition of excellence, our campus community remains committed to providing our students with access to the very best facilities and resources, award-winning faculty and dedicated staff, in-demand academic programs, and applied learning opportunities. However, we are keeping a keen eye on how we can remain sustainable and effective for decades ahead. This is evidenced by the development of a forward-thinking online learning strategic plan, participation in the SUNY Online pilot, role in SUNY’s launch of PRODiG that seeks to increase faculty diversity to better reflect the diversity of our students, submission of our engineering programs to the Engineering Accreditation Commission of ABET, and the expansion of academic offerings via our Syracuse branch campus and graduate programs—all efforts intended to grow our reach, enhance our reputation and better prepare our students to achieve their goals.*





In 2019, SUNY Oswego was named one of the [top 15 public “Regional Universities in the North”](#) and among the top 10 “Best Value Schools in the North” by U.S. News & World Report. Oswego’s [nationally ranked online MBA](#) also placed #1 among New York state public colleges in U.S. News’ “Best Online Degree Programs: MBA.” SUNY Oswego was [recognized in 2019 by the Princeton Review](#) as **one of the “Best Regional Colleges in the Northeast”** — an honor bestowed on Oswego every year since 2003. Oswego attained multiple designations such as Best for Vets from Military Times, #98, (2nd highest ranked SUNY four-year institution out of three listed) and Military Friendly School designation from Victory Media due to our strong military and veteran services on campus, linking student veterans and veteran service providers, and offering other events promoting student interaction and cohort building.

In addition to achieving these national accolades, SUNY Oswego’s exemplary faculty and staff were recognized and celebrated for their achievements and contributions.



▲ Students of biological sciences faculty member, Yulia Artemenko (second from right), engage in research in a Shineman Center biology lab.

## SUNY RECOGNITION FOR EXCELLENCE & LEADERSHIP

**Two professors earned the SUNY Chancellor’s Award for Excellence in Teaching and Faculty Service.** [Casey Raymond](#), [associate professor of chemistry](#), was recognized for his consistent care for the performance and success of his students, his colleagues, his discipline and the college’s state-of-the-art science building. [Fehmi Damkaci](#), [professor and chair of SUNY Oswego’s chemistry department](#), was honored for founding the **GENIUS Olympiad** environmental competition in Oswego for high school students from scores of countries around the world, and his service to science, technology, engineering and math education.

The **SUNY Chancellor’s Award for Excellence in Professional Service** recently [honored three SUNY Oswego employees](#) for contributions that include leading forward-looking college digital services, managing nationally ranked master of business administration programs and spearheading operations for a vibrant culture of campus activities. The 2019 Oswego award winners for the prestigious statewide award include **Richard Buck**, director of digital services in the Office of Communications and Marketing; **Irene Scruton**, assistant dean and director of MBA programs in the School of Business; and **Holli Stone**, director of Campus Life event management.

**Alexandra “Alex” Sorbello**, of SUNY Oswego’s Office of Residence Life and Housing, earned the 2019 [Chancellor’s Award for Excellence in Classified Service](#), a State University of New York honor that recognized her for “superior performance and extraordinary achievement.”

**Lizette Alvarado**, associate director of SUNY Oswego’s Office of International Education and Programs, was one of 14 leaders from across the state named to the second-ever class of fellows in [SUNY’s Hispanic Leadership Institute](#) by New York Gov. Andrew Cuomo.



- **Juan Perdiguero**, art professor, noted for experimenting across painting, printmaking, photography and digital imaging, served as a visiting professor at Finis Terrae University School of Visual Arts in Santiago, Chile, after receiving [a competitive Fulbright U.S. Scholar grant](#). The Fulbright Commission supported Perdiguero's application to work in Chile from March to June 2019, where he helped develop the interdisciplinary art curriculum at Finis Terrae, and will use what he learned there to inform his teaching at SUNY Oswego and in his workshops around the world.
- History faculty member and student Fulbright program advisor **Lyn Blanchfield** received the college's **Institute for Global Engagement (IGE) Award**. Blanchfield's leadership and role in working with students helped elevate SUNY Oswego to a [Top-Producing Institution](#) ranking by the Fulbright Program, based on the number of successful applicants for Fulbright U.S. Student awards in 2018–2019. The IGE award was created this year to recognize outstanding contributions to the work and mission of the institute.
- Two professors earned the [President's and Provost's Awards for Scholarly and Creative Activity](#): **Damian Schofield**, director of SUNY Oswego's graduate program in human-computer interaction (HCI), earned the 2019 President's Award for Scholarly and Creative Activity, and composer **Paul Leary** of the music department received the Provost's Award for Scholarly and Creative Activity. Schofield is noted for his constant availability to students, collaborative and innovative research that often involves students in Oswego and abroad, and voluminous publications in peer-reviewed journals. Leary, a gifted composer, is frequently commissioned to write new works and his music has been featured in performances across the nation, including at Carnegie Hall.
- Biological sciences faculty member **Poongodi Geetha-Loganathan** earned the 2019 [Provost's Award for Mentoring in Scholarly and Creative Activity](#). The award honors Geetha-Loganathan for significant accomplishments in training, advising and encouraging students in research — work that often involves her own cutting-edge studies in genetics and developmental biology.
- Faculty member **Jessica Reeher**, chair of the communication studies department, earned the 2019 [SUNY Oswego President's Award for Teaching Excellence](#). Her nomination earned support from current and former students remarking on the lasting impact she has had on them as a teacher, advisor and role model. Reeher is also a past recipient of the President's Award for Excellence in Student Advisement.
- Philosophy professor **Craig DeLancey** earned the 2019 [President's Award for Excellence in Faculty Service](#). DeLancey was credited for developing and advocating for the college's new interdisciplinary philosophy, politics and economics major, one of fewer than 40 such programs in the United States. He was also praised for his contribution to Open Educational Resources, publishing an Open SUNY Textbook: *A Concise Introduction to Logic*.
- Faculty members **Murat Yasar**, in history, and **Arvind Diddi**, in communication studies, were named [Open SUNY Online Teaching Ambassadors](#) for their commitment to developing or redeveloping courses available to distance learners.
- **David Parisian** of SUNY Oswego's curriculum and instruction department received the 2018 [Humanitarian Heart Award](#) from the HeartMath Institute. A visiting assistant professor in the School of Education after 30 years as a public school science teacher and administrator, Parisian was one of three individuals recognized by the organization, which conducts research on heart-brain communication and its relationship to managing stress.



- SUNY Oswego political science professor **Allison Rank**, founder of the student-driven Vote Oswego voter mobilization campaign, received the **John Saltmarsh Award for Emerging Leaders in Civic Engagement**. Bestowed by the American Democracy Project, the award recognizes exemplary early-career leaders who are advancing the wider civic engagement movement through higher education to build a broader public culture of democracy.
- **Jacqueline Wallace**, assistant director of Career Services at SUNY Oswego, received the **President's Award for Excellence in Professional Staff Service** for her efforts to support undeclared first-year students every year, by guiding and training a team of first-year advisors to help these students with self-assessment, major exploration and academic advisement.
- **Grace Maxon-Clarke**, academic planning counselor for SUNY Oswego's Educational Opportunity Program (EOP), received the **President's Award for Excellence in Academic Advisement**, which recognizes the college's "wise and trusted counselors" who aid students in the formation and development of their academic and life goals. Maxon-Clarke also facilitates the EOP Women's Support Group and serves as the advisor to the African Student Organization.





## WE REFLECT, ADVANCE AND INNOVATE TOGETHER

As written in our mission statement, SUNY Oswego cares deeply about including and hearing all voices of its college community and working together with students and faculty governance, and all other college stakeholders to reflect on our work, discuss our future, and plan for how we can best serve each other and advance together. Examples of our commitment to fostering open dialogue, engaging in shared governance and working together to brainstorm and implement new programs and policies are listed below.

Last year **Faculty Assembly** approved, and the college submitted, new program approvals for Audio Recording and Production (major), Business Analytics (minor), and [Entrepreneurship \(minor\)](#). The online modality for the Criminal Justice, BA and for the Strategic Communication, MA programs were also approved. SUNY Oswego successfully [transitioned from its Public Justice major to Criminal Justice](#), a move that modernizes the program, boosts its rigor in alignment with national standards and makes its name more recognizable to graduate schools and employers.

Faculty Assembly also approved several new or revised policies and voted to enact the policies recommended by the **Task Force on Free Speech, Civil Discourse, and Peaceful Assembly**; approved bylaws revisions to Appendix A, B, and D; recommended syllabus language on Clery Act/Title IX reporting; approved use of a language testing service for competency in less-commonly taught or spoken [in the U.S.] languages; recommended criteria for personnel decisions for instructors; approved new catalog language for transferring credits to Oswego and new graduate catalog language for co-ops and internships.

Also last year, within our 40-member [President's Budget Advisory Group](#), we created a subcommittee to review the college's extra service policy and procedures. The subcommittee will make recommendations to the Budget Advisory Group on possible changes this fall.

## ONLINE EDUCATION

**SUNY Online:** SUNY Oswego was identified and selected as one of the initial participants for the [SUNY Online](#) pilot. Planning began this past spring and a significant amount of collaboration took place throughout the summer with SUNY system, a number of SUNY partner institutions, and SUNY staff dedicated to the online initiative in preparation for the Fall 2019 semester launch. Oswego's initial participation offers the MBA in Health Services Administration program. The SUNY Online offerings will expand to include Oswego's MBA and undergraduate Business Administration programs in Spring 2020.

Last year, the **Division of Extended Learning** led a number of activities to support the college's expansion of online learning opportunities. The most significant was the development of the **Online Learning Strategic Plan (OLSP): Advancing Online Learning for Tomorrow** which will go into effect this 2019-2020 academic year. The Division of Extended Learning also convened a campus-wide task force to consider SUNY Oswego micro-credentials. The task force determined a preferred approach, established definitions, and proposed policy for Faculty governance to approve. The task force secured Credly Badging Software for campus use and drafted iconography to brand standards.







## OUR STUDENTS REFLECT OUR STATE... AND OUR WORLD

The college's revised, more inclusive mission statement mirrors the demographics of the Fall 2018 students enrolled. Last fall, the college enrolled 7,986 total graduate and undergraduate students; they constituted our most culturally-diverse student population ever, and among the 7,986 students enrolled, 663 were new transfer students.

The fall first-year class of 2018 was the most culturally diverse (including all races and ethnicities and international students) ever to enroll at SUNY Oswego at 34%, a 150% increase compared to a decade ago. The Fall 2018 first-year cohort was highly and geographically diverse. It included nearly 300 freshmen from the boroughs of New York City and scores of students from 20 other states and 15 countries.

Our International Student & Scholar Services (ISSS) office enrolled in Fall 2018: 269 students from 44 countries, which included 214 degree-seeking and, 55 visiting / exchange students. These strong enrollment numbers reflect that we are holding our own in a very challenging international education market.

▲ Students traveled abroad to participate in “Wellness in Italy,” a six-credit class co-taught by Sandra Bargainnier, chair of health promotion and wellness. From left are wellness management major Rita Ntim-Gyakari, technology management major Nyezee Goe, online wellness management major Gabriella Schaff, wellness management major Adan Raacha and biology major Gigi Niu.





## OUR HEART AND ACTIONS ARE ROOTED IN INCREASING DIVERSITY, EQUITY AND INCLUSION

We constantly seek ways to foster a culture of respect in everything we do and to increase a sense of belonging in all members of our campus community. Our commitment to increasing the diversity of our faculty, as well as our staff, is evident in our strategic plan and in our actions. This past spring, our Chief Diversity and Inclusion Officer (CDIO) led a team of faculty, staff and administrators who worked together to develop SUNY Oswego's awarded PRODiG proposal, and we were thrilled to learn in late July that our PRODiG proposal was commended by Dr. Teresa Miller, Senior Vice Chancellor for Strategic Initiatives at SUNY, when she wrote to us that our proposal was "... among the best I received. ...This proposal could serve as an exemplar for the entire SUNY system."

Also, last year SUNY Oswego continued a variety of initiatives and activities (see below) designed to further unite, educate and connect our campus community members to each other and to the world in which we live. For example:

- ▼ *Our students with Symone Sanders, a CNN political commentator who formerly was national press secretary for U.S. Sen. Bernie Sanders' 2016 presidential campaign, at SUNY Oswego's 30th annual Martin Luther King Jr. Celebration.*



- SUNY Oswego continued to be a member campus of the **Holmes Master's Program** — a mentorship and training program for students identified as members of groups historically underrepresented in the education professoriate, in the PK-12 teaching workforce, or in leadership positions in the education and education research fields. The SUNY Oswego Holmes Master's program has the honor of being among the first masters-level graduate programs in the country.
- Through our partnership work with **Syracuse City School District (SCSD)**, 50 residency teacher candidates were placed in SCSD K-12 schools. Supporting residencies in high need schools positively impacts our programs, teachers, P-12 learners, and the field of teacher education.
- Oswego invited **Dr. Derald Wing Sue** to campus to serve as the keynote for the Fall 2018 Academic Affairs Retreat, designed for all new and returning faculty. The well-received presentation was followed with the formation of semester-long reading groups that met monthly to discuss how to apply the teachings of Wing Sue's book, *Race Talk*.
- Oswego collaborated with Le Moyne College and Onondaga Community College to host the **6th Annual CNY Equity and Inclusion Summit**. The goal of the event was to engage international, refugee, immigrant and domestic students, as well as faculty and staff, in experiences to help create more conscious and inclusive campus cultures.



- ▲ *Rodmon King, SUNY Oswego's chief diversity and inclusion officer, at the CNY Equity and Inclusion Summit.*





## OUR ENROLLMENT MANAGEMENT STRATEGY IS NIMBLE AND PARTNER RICH

To achieve last year's enrollment goals, SUNY Oswego invested in a multi-pronged, student-centered strategy. This strategy included showcasing and explaining the return on investment our students gain when they choose SUNY Oswego. Our diverse, talented and prepared students thrive at SUNY Oswego because of our committed, student-centered faculty and staff who are experts in their fields and devoted mentors to our students. Our lakefront campus, equipped with modern facilities and research laboratories and in-demand academic programs, paired with decades of institutional investment focused on success for all students, makes SUNY Oswego unique and attractive.

Last year, SUNY Oswego enhanced its recruiting, marketing and enrollment management strategies in the following ways:

- **Launched the [SUNY Oswego Admission Promise Program](#)** to create and guarantee a pathway for admission to SUNY Oswego. Through the program, students who do not initially meet SUNY Oswego admission criteria have the option to attend a community college for as little as one year. Once they meet the GPA requirement, they can transfer to SUNY Oswego without needing to reapply because they are guaranteed admission if they've met all program requirements. Over the past year, more than 65 students have applied to attend under the Admission Promise Program.
- **Scaled-Up the successful SUNY Performance Improvement Funded Start Now program** that Oswego launched in 2016 with Jefferson Community College (JCC) to now also include Onondaga Community College (OCC). The unique partnership between SUNY Oswego, JCC and OCC allows students to enroll and live at JCC or OCC until they are ready to transfer to SUNY Oswego. Throughout their four years, all [Start Now](#) students receive personalized attention and support from a dedicated Oswego Start Now coordinator who works with the students to guide them on a clear academic path that can lead to completing both an associate's and a bachelor's degree. As of August 2019, SUNY Oswego has enrolled 23 transfers from the Start Now Program. Of the 13 Start Now students who transferred to Oswego for Fall 2017 or Fall 2018, 100% have persisted at SUNY Oswego and all are in good academic standing. They are all registered to return for the Fall 2019 semester, some as seniors who will graduate this May with their bachelor's degrees after already earning their associate's degrees.





▲ *Clubs and organizations have a profound impact on our students*

- Implemented a new enrollment management CRM solution (Slate)** to improve procedures and communications for inquiry lead management of prospective applicants. Slate was fully launched by the Division of Graduate Studies in Fall 2018 and utilized to run 100% of Graduate Studies' mass emails, including several integrated marketing campaigns, text communications, counselor recruitment travel, event registration, and on-campus visit programs. Slate will be launched by undergraduate Admissions this 2019–2020 year.

- Provided transportation to new student orientation:** SUNY Oswego earned a [State University-wide award](#) for providing express shuttle service for incoming students from the New York City metro area to attend New Student Orientation sessions at the college. The SUNY Council of Chief Student Affairs Officers and the Office of University Life announced the award for Oswego in the category of “enrollment management, financial aid, orientation, parents, first-year, other-year and related.” SUNY Oswego also continues to provide shuttle bus service for New York City metro area students to attend weekend Admitted Student Days on campus. The college has also invested in full-time admissions counselors in metro New York and on Long Island, as well as part-time recruiters in the Lower Hudson Valley and New Jersey.

- Created a video and marketing campaign highlighting SUNY Oswego student life and organizations** to share how students immerse themselves in any of SUNY Oswego's more than 200 clubs and organizations, allowing them to get involved, form connections to our campus and develop friendships that will last a lifetime.





## OUR SYRACUSE CAMPUS AND OUR DIVISION OF GRADUATE STUDIES EXTENDS OUR REACH

Last year, our Syracuse campus submitted a Syracuse Branch Campus Strategic Plan periodic report that detailed a plan for sustainability and growth. Overall facility usage for the year included: 95 credit courses with 349 undergraduate and 601 graduate enrollments, 8 non-credit classes with 182 enrollments and numerous meetings / events serving 4,439 people, resulting in a combined revenue of \$1.23 million for the college. This represents a 58% increase in undergraduate enrollments at the Syracuse campus from the previous year.

Oswego's Syracuse campus also serves the greater Syracuse community and other SUNY institutions from across the state by providing meeting space in downtown Syracuse. Last year, the campus hosted 72 paid rentals and 158 meetings (20% increase) resulting in 4,439 visits (14.6% increase) not affiliated with SUNY Oswego credit / non-credit programming with revenue of \$8,490 (53% increase).

Our **Division of Graduate Studies** celebrated its [70th anniversary](#) in November. SUNY Oswego began offering graduate courses in 1948 when it introduced master's degree programs in elementary education and industrial arts education (now known as technology education) to meet a need for better credentialing of teachers. The Division of Graduate Studies is now responsible for the administration of more than 50 degree and certificate programs.

The **Division of Graduate Studies** has expanded the financial support it offers to students through the Graduate Ambassador Program and the **Community Impact Scholars Program**. Each program offers graduate student funding in the context of engagement with the campus.

Both Graduate Ambassadors and Community Impact Scholars have expanded the local public's knowledge of our graduate programs and bridged academic work with projects designed to impact the Oswego community on- and off-campus. These opportunities reinforce the SUNY Oswego mission to contribute to the common good through meaningful student experiences.



▲ Graduate students celebrate 70 years of graduate education by participating in Quest's 3-minute thesis competition.

To encourage more SUNY Oswego graduates to matriculate in a SUNY Oswego graduate program, the Division of Graduate Studies envisioned the **\$300 Graduate Studies ROI** — a \$300 tuition scholarship given if a qualified SUNY Oswego bachelor's degree graduate (who completed in four years or less) matriculates into a SUNY Oswego graduate degree program within 12 months of graduation. The Graduate Studies ROI will pilot this Fall 2019, and at the time of this report, 37 students are already eligible to receive the ROI.

Also helping to grow the number of SUNY Oswego graduate students is a very successful collaboration with SRC Inc., a private company in Syracuse. Through the partnership, SRC employees can earn a SUNY Oswego MBA. Last year, SRC matriculated its second cohort of 35 students in Fall 2018.

In April, Oswego hosted a symposium on "Innovations in Healthcare Delivery" at the SUNY Global Center. Top healthcare leaders and key industry innovators shared the latest developments in how the "triple helix" of government, industry and education is accelerating innovation in healthcare delivery.

**Christopher Roker**, CEO of NYC Health + Hospitals/Queens, and 1992 SUNY Oswego alumnus, served as the keynote speaker. It was Oswego's honor to host the symposium, where key industry pacesetters came together to discuss the latest developments in our healthcare system; to engage in dialogue; and explore contributions that will result in an innovative path forward.







## OUR STUDENTS ARE ASSETS WE INVEST IN

As SUNY Oswego continues to expand its reach to attract and enroll a robust and dynamic student body that hails from all regions of the state and world, the college is naturally increasing its number of low-income and first-generation students. These students are ready for and deserving of earning a SUNY Oswego degree, and they are benefiting from the college's increased investment in them.

Last year, **over \$85 million was awarded in total aid** (grants, scholarships and loans) to our students including:

- **More than \$1 million in privately funded scholarships** awarded and distributed by the Office of Alumni and Development to a total of 466 students.
- **More than \$41.4 million in grants and scholarships** distributed by the Office of Financial Aid. This included **more than \$14 million in Pell Grants** to 2,582 undergraduate students (38.9% of total undergraduate student population), and **over \$8 million awarded in total institutional aid** to 2,387 students (36% of total undergraduate and graduate student population).
- **More than \$3.9 million in New York State's last-dollar Excelsior Scholarship** awarded to 377 freshman and 577 continuing students (954 students total). To help Excelsior Scholarship recipients remain eligible for aid each year, a team comprised of representatives from Financial Aid, Student Accounts and the Office of the Vice President of Student Affairs and Enrollment Management worked closely together to develop and implement communication strategies to ensure students maintained the scholarship and stayed on track towards graduation.
- SUNY Oswego also invested in making the bachelor's degree to master's degree pipeline more accessible to deserving students. Last year, eight Oswego graduate students earned competitive **SUNY Diversity Graduate Fellowships**, totaling \$100,000 and the Division of Graduate Studies distributed \$24,000 to graduate EOP students in tuition scholarships.

In addition to providing private scholarships and awarding institutional, state and federal aid, we also supported our students through campus employment and by lowering the cost of course materials. For example, Auxiliary Services

employed approximately 700 students during the academic year and paid them in excess of \$1.8 million to assist with their educational expenses, and 397 students were employed through the Federal Work Study program earning more than \$400,000 in Federal Work Study aid.

To help reduce the cost of textbooks, SUNY Oswego continued to invest in its **Digital Direct Access "All Inclusive eTexts Initiative"** which almost doubled from 2017–2018. During 2018–2019, 113 sections participated in the program, involving almost 5,000 students. During the year, students saved about \$235,000 on their learning materials. Also, SUNY Oswego participated in the SUNY Open Educational Resources (OER) initiative to ensure faculty were aware of available high-quality "open" materials. Over the last year, the campus taught 20 sections with OER materials.

SUNY Oswego also participated in **Inclusive Access** — a program where students in a section gained access to their course materials in a digital format on the first day of class. In Fall 2018, there were 58 sections with 26 instructors and 2,745 students involved, resulting in \$127,821 in savings for our students. In Spring 2019, there were 55 sections with 28 instructors and 2,227 students involved, which totaled \$107,828 in savings.



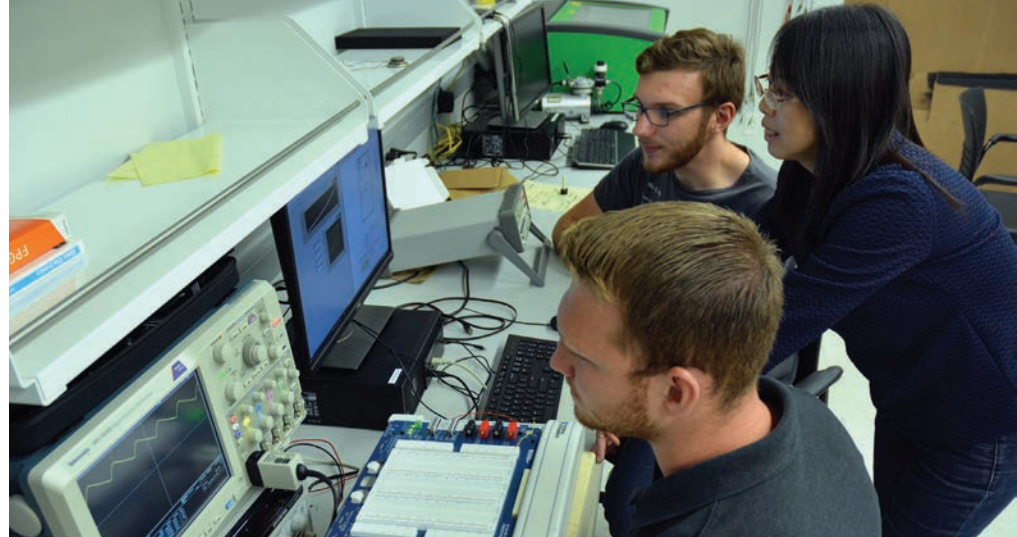
## ACADEMIC EXCELLENCE THROUGH INNOVATION, PARTNERSHIPS AND ENTREPRENEURSHIP

Each year, SUNY Oswego's 300-plus faculty members lead over 110 academic programs at the bachelor's, master's, and post master's certificate of advanced study degree levels through SUNY Oswego's 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 includes industry-minded, high-demand degree programs and credentials that prepare graduates to contribute to the labor market and to pursue advanced degrees.

Faculty are the subject experts and they are the entrusted mentors committed to guiding all students through their individualized education paths. The Division of Academic Affairs remains laser focused on issues surrounding student success. Generally, student success addresses a range of issues including retention and graduation, but also student preparation through curriculum, high impact practices, and other engaging practices that occurs through a seamless learning landscape that connects the classroom with the extracurricular opportunities that span all divisions and facets of the college.

### Highlights from Across Our Division of Academic Affairs:

- The College of Liberal Arts and Sciences has a new Dean: Dr. Kristin Croyle; and the School of Business has a new Dean: Dr. Prabakar "PK" Kothandaraman. Both began in early July 2019.
- Within the **College of Liberal Arts and Sciences**, [Humanities at Oswego](#) was actualized and reorganized. In Spring 2019, one Humanities-STEM collaborative course shared assignments across approximately a dozen courses — many drawing from the campus-wide, Grand Challenges theme of "Fresh Water for All" — and a joint research project on decolonization resulting in a presentation at an international conference in Spain. The primary accomplishments of the collaborations were supported financially by a National Science Foundation grant.
- In recognition of the quality of our Teacher Opportunity Corps (TOC-II) program and our teaching candidates, the **Syracuse City School District (SCSD) guaranteed funding for up to 16 TOC-II candidates (\$10,000 each) while they attend SUNY Oswego, and pledged to offer our students teaching positions upon graduation.** Our longstanding partnership with SCSD supports our mutual goal of diversifying the teacher workforce. To date, the program has served 69 teacher candidates of color.



▲ ECE majors Kory McTague (foreground) and Justin Ross work with faculty member Hui Zhang to test levels of electrical current.

- As a result of its transformative residency work, the School of Education was invited to participate in the [Prepared to Teach — New York Learning Network](#), which involves the expansion of clinically-rigorous teacher preparation, including the creation of sustainable structures for funding teacher residencies. An outcome of this work is SUNY Oswego's inclusion in the **NYS P-20 Collaborative**, which includes exploration of policy solutions related to teacher residency models within the context of New York State. Oswego's School of Education is recognized as being a leader in teacher residency efforts by members of Prepared to Teach at Bank Street College, New York State Education Department, SUNY, and the American Association of Colleges for Teacher Education (AACTE).
- **The SUNY Performance Improvement Fund (PIF)** supported the college's [SUMS-Oswego program](#) that continued to assist incoming freshmen, transfer and international students with degree completion in STEM and education programs. Participating students attended a week-long, residential [Math Success Camp](#) and received enhanced and expanded tutoring offerings and additional first-semester math advisement. Math Success Camp 2018 enrolled 123 incoming students and prepared them for their first semester mathematics course; 85% of the cohort members obtained success (C- or above or S) in their first mathematics course at SUNY Oswego vs. 75% of similar students who did not attend Math Success Camp.



- The SUNY PIF supported the **Modern Energy Laboratories**, which are making a significant impact on SUNY Oswego's Electrical and Computer Engineering (ECE) curriculum and research capabilities. The grant supported the establishment of the new teaching power lab and research power lab that improves the ECE curriculum in the concentration area of modern energy systems by introducing hands-on experience, new energy courses, and research and internship opportunities. The new research lab extends SUNY Oswego's research capability in clean energy and helps SUNY Oswego's ECE and Physics departments in their branding efforts with the larger community.
- The SUNY PIF and SUNY 2020 Labs to Jobs supported the **Institute for Precision Cancer Research Education and Care (IPCREC)** that is creating an Intelligent Bio Systems Laboratory, through a SUNY Upstate partnership, to support scientific discoveries in the understanding, prevention, diagnosis, and treatment of diseases in order to radically improve human and bio systems health. The Biomedical and Health Informatics (BHI) demo lab, classroom and faculty offices were completed at Oswego's Syracuse campus in May 2019.

Following are several other initiatives from last year — led by the Division of Academic Affairs — that supported student success via programs specifically designed to enhance faculty and staff members' teaching and students' learning.

- Faculty and staff from across SUNY Oswego implemented nine **First Year Signature Courses** during Fall 2018. The group of faculty along with the planning committee continued throughout the year to improve the signature course experience, recruit faculty for Fall 2019, and begin the process of assessing the pilot. The pilot will continue in Fall 2019 with eleven Signature courses offered reflecting a range of student interests.
- In 2017-2018, the college formed the **O-TEAM** (the Oswego Team for Effective Advisement and Mentoring) to carefully review the college's advisement practices and to recommend areas of improvement. SUNY Oswego acted on the recommendations made and developed a plan to open a **centralized Advising Center** for all new incoming students. The Advising Center will be responsible for first year advising as well as transfer advising. The Center's professional advisors are all assigned to academic departments and they maintain regular contacts with these departments. Faculty will take on student major advising in their sophomore year. The Center is also supported by a number of advisement fellows.

- We continued to utilize the **Starfish Early Alert System** to identify students at risk and to share information on where they can connect with campus resources for support. We enhanced our use of Starfish by successfully rolling out the referral feature of Starfish. Advisors were trained to refer students to tutoring or to our Student Academic Success Specialists. We are now in the process of implementing a raise your hand feature in Starfish that is student-facing, and we are also implementing the KIOSK feature of Starfish for use at the Advising Center.
- Oswego created two first-year experience **Learning Communities** (in conjunction with Community Services) that will pilot in Fall 2019 for Business and Communication majors. Participating students will learn about contemporary social issues through instruction in a classroom setting and through 20-hours of practical experience at non-profit agencies in the greater Oswego community.
- We initiated the [ACUE Effective Teaching Practices](#) course in February 2019 to improve faculty-student engagement by providing teaching development support. Over 30 faculty signed up for this faculty development opportunity and created a strong first cohort for this program.



- **The Center for Excellence in Learning and Teaching (CELT)**, Campus Technology Services, and Digital Services in the Office of Communications and Marketing continued to lead an extensive web **Accessibility** initiative to ensure that all course materials are accessible to our full student population. **Accessibility Fellows** were selected from the faculty to assist with this effort. CELT offered over 193 workshops to faculty and staff with many focused on the implementation of dynamic and effective teaching practices.

## EDUCATION, RESEARCH AND MENTORING

Individualized education through applied learning remains a hallmark of a SUNY Oswego education. The college encourages faculty to form meaningful and lasting relationships with all students by conducting research with our primarily undergraduate student population and by serving as mentors and discipline experts who can advise students on career and advanced degree opportunities. Faculty-student relationships also help SUNY Oswego develop pipelines to academic careers.

Highlights of the college's commitment to individualized education over the past year include:

- Our experiential learning office, **EXCEL: Experiential Courses and Engaged Learning**, supports all general studies courses and programs. Last year, EXCEL registered 579 undergraduate and graduate students (16 international students) for internship/co-op credit. These positions resulted in 943 academic credit hours and 37,720 work hours at 175 on-campus and 404 off-campus sites. More than 100 students worked with 52 different SUNY Oswego alumni, and 11 new co-op scholars were recruited. Also under EXCEL's leadership, GST 101 and Leadership in your Field (GST 303) together registered 434 students who interacted with over 28 community partners and alumni through mock interviews and/or project based learning.
- SUNY Oswego's **Mentor-Scholar program** served eight school partners from four local school districts. In total, 149 college mentors provided 4,200 mentoring hours to 180 7-12 grade mentees. Over 190 people attended the annual recognition at SUNY Oswego and students from all eight partner sites participated in campus activities.
- SUNY Oswego invested over \$835,000 to support students, faculty, and staff in their individual and collective interests in **scholarly research, professional development and creative activities**. The primary objectives of these grant programs are to foster new ideas, bolster scholarly and creative dissemination and prepare our students to be expert contributors to their future professional fields and/or qualified candidates for admission to advanced degree programs at the graduate or professional school levels.

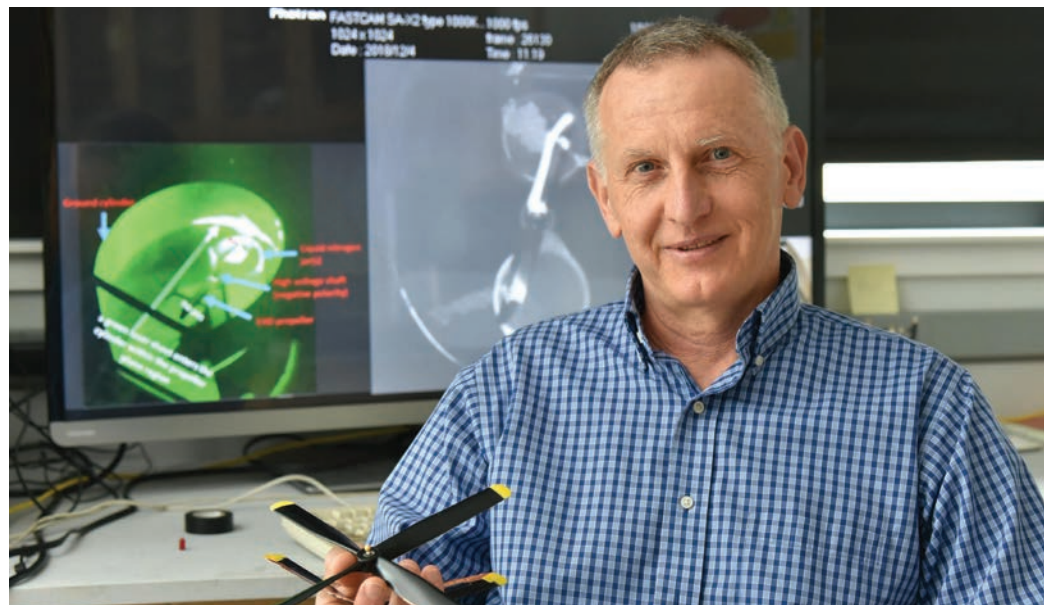
- **Oswego's Research and Individualized Student Experience (RISE)** office administered 72 travel grants (over \$17,000) to 71 unduplicated graduate and undergraduate students. These grants also included 34 faculty members who were engaged with the students on the grants. Students presented at 43 national conferences and 29 regional conferences with the support of the RISE travel grants. The RISE office and the Financial Aid Office also administered 12 **Undergraduate Research Assistantship** grants to support undergraduate students' and faculty members' research collaborations.
- Over \$75,000 in **Technology Improvement Program (TIP)** grants were awarded to fund academic initiatives that relate to instruction, student usage, improving student usage, and/or improving student learning through the use of technology.



- With support from the **Office of Research and Sponsored Programs (ORSP)**, SUNY Oswego's branch of the SUNY Research Foundation, faculty and staff composed competitive applications for external funding, totaling \$4 million in grants for sponsored research and programs. There was a 14% increase in the number of grant applications/contracts submitted compared to the previous year, with a success rate of more than 71%. There also was an increase of 3% in the number of faculty and staff (42) serving as principal investigators, and an 8% increase in the number of active grants (74). Highlights follow:



- Daniel Schlegel (Assistant Professor of Computer Science) was **awarded the campus' second National Institutes of Health R15 AREA grant**, based upon the proposal written during his Early Start Program fellowship. This 3-year, \$326K grant provides a successful blueprint for the preparation of other R15 AREA applications for faculty with projects aligning with the NIH mission.
- Ching Hsiao (Adjunct Instructor of Modern Languages and Literatures) and Ming-te Pan (Associate Professor of History) were **awarded a third consecutive National Security Agency grant** to support their "STARTALK: Chinese Language and Culture Academy" (\$90K).
- **A New Technology Disclosure (NTD) was filed with the Research Foundation Central Office.** ORSP worked closely with Innovation Services @ RF Central Office and Daniel Tryon (Technology Department) to coordinate assignments of patent rights to Tryon's innovation in vertical farming technology that was co-developed with collaborators at SourceAmerica.
- Electrical and computer engineering faculty member Adrian Ieta and the SUNY Research Foundation **have pursued a patent on promising technology: Ieta: Corona Wind Self-Propelled Propeller.** Ieta and his students' research achieved a first-of-its-kind flight driven by ionic wind. According to Ieta, the large potential comes from the technology allowing a rotor to effectively function as an engine. Through additional refinement, publication and presentations, the breakthrough is starting to gain momentum, which would be greatly aided by approval of the international patent filed in May 2019.
- The **School of Education continued to implement its Teacher Opportunity Corps** grant of \$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 prepare them for work in high need schools. The grant funds the TOC-II program, which provides academic, social, financial, and professional support, along with personalized mentoring to TOC-II scholars. This year, regularly scheduled meetings enabled students to check-in, network, participate in professional development on and off campus, as well as meet with both SUNY Chancellor Kristina M. Johnson and Regent Lester W. Young.



▲ Ion wind technology breakthrough, led by Associate Professor Adrian Ieta, takes flight at SUNY Oswego.



▲ SUNY Chancellor Kristina Johnson visits with Oswego teacher candidates and Nichole Brown, Director of the School of Education's Field Placement Office.

### Mini-Grants to Support our Grand Challenges Project: Fresh Water for All

Aligned with Impact Five of Oswego's strategic plan, the goal of The Grand Challenges Project is to encourage our campus to "...work toward finding solutions for the grand challenges of our time." Over the past two years, Oswego students, faculty and staff from all disciplines have come together to tackle the multi-faceted sustainability issue of Fresh Water for All. As a result of the Grand Challenges Project, the Grand Challenges Oversight Committee gave out mini-grants to support the following areas and projects:

- **International Education** — Fundraise for the purchase and distribution of Koehler Clarity water purifiers to the people of Puerto Rico and organize a trip for students to Puerto Rico.
- **Art + Creative Writing + Music in collaboration with We Are Lake Ontario, a city of Oswego eco-group** — Fresh Water Chapbook and multi-media public exhibition costs
- **ARTSwego + Career Services + English + Creative Writing** — Support for public reading of nationally renowned eco-poet, Rebecca Dunham, known for poetry about Flint, MI and Deepwater Horizon.
- **Political Science + Women's Studies Signature Courses** — Interdisciplinary student study of Fresh Water activism in Oswego, Onondaga and Jefferson counties.
- **Writing Across the Curriculum** — Creation, distribution, and presentation of student cross-disciplinary work on the Fresh Water Grand Challenge project via a printed anthology of student production.
- **Art** — This multidisciplinary group will be focusing on projection mapping and virtual reality (using the HTC Vive and Google Tilt brush) to create an immersive 3D experience highlighting the importance of clean water, utilizing a Cinema 4D license.
- **ARTSwego + Art + Tyler Art Gallery + Penfield Library** — To raise awareness of the environmental issues our culture currently faces through the construction and destruction of the Amitayus mandala in a ceremony by the Tibetan Monks of Drepung Loseling Monastery, in residence on campus April 8 – April 12, 2019.

- **Atmospheric and Geological Sciences** — Because geologic records from the sediments preserved in the bottoms of lakes can indicate past droughts and help put future predictions into context, hydrogeology students will utilize a Munsell soil color book needed for sediment classification and for determining important metrics for understanding lake conditions.
- **English + Creative Writing** — Writing Across the Curriculum will continue to archive and publish both online and in a local journal, works from across all disciplines related to the Grand Challenges Fresh Water topic.
- **Technology** — Interdisciplinary group of Technology and Geology students investigated data essential for establishing management goals needed to maintain or restore aquatic ecosystems using a student-built splitting station.
- **Penfield Library** — Interdisciplinary cross-campus teams competed in creating projects such as apps, websites, product prototypes, commercials/PSAs, short films, games, etc. addressing the Fresh Water Grand Challenge.



▲ Teams of Educational Opportunity Program students took on research projects for the Grand Challenge: Fresh Water for All project.





**SUSTAINABLE &  
THRIVING INSTITUTION**



## OUR IMPACT RESOUNDS

*As an economic anchor, SUNY Oswego strengthens both regional and New York State economies through its production of human capital in innovative interdisciplinary programs that cross traditional boundaries. We cultivate and retain a workforce of 4,993 full-time, part-time and student employees with expertise in academic, social and cultural areas, and we enroll nearly 8,000 students annually.*

*Our innovative program areas seek to understand the pulse of our society as well as the state of our economy by forecasting business and industry demand for skills that will propel our students, and the communities in which they live, well into the future. We also broaden student access to applied learning opportunities each year through experiential learning partnerships with area business, industry, non-profit and governmental employers.*

*In addition to serving as an economic engine in our region, SUNY Oswego makes a difference in people's lives through outreach and service to our communities. A commitment to serving, in a learning context, shapes the educational experience of our students, and has a broad impact on our community's quality of life.*







## OUR LASTING COMMITMENT TO THE PHYSICAL CAMPUS

SUNY Oswego's main campus is situated on 700 acres of stunning lakefront property that provides a unique physical setting rich in natural beauty and state-of-the-art, modern facilities. Our geographic location and over \$800 million spent on campus renewal in the last 20 years make SUNY Oswego a treasured beacon for students, faculty, staff, community members and visitors. It is our duty and privilege to continue to protect and invest in our campus.

The college continued its long record of investment in the physical campus this past year. Overall, nearly 124,000 gross square feet of repurposed academic program space was renewed to meet new and emerging pedagogies. This figure represents nearly 5% of all academic space on campus. This performance is consistent with 20 prior years of achievement with respect to the physical plant. Over the past 5 years of campus renovations and new construction, SUNY Oswego's capital plan projects exceeded \$69 million and injected more than \$37 million into New York's economy.

The School of Education (SOE) Renovation Committee worked with Facilities Services and the architects responsible for designing and bringing to fruition the \$15.4 million [Wilber Tower renovation project](#), which was designed to reach the LEED gold standard.

Phase I and II of the **Tyler Hall** renovation made all the facilities appropriate to the delivery of high-quality, college-level music, program, theatre, and studio arts programs.

**Oswego's Syracuse campus** facility improvements included renovations to the front desk and kitchen as well as the construction of a second floor space for the Biomedical and Health Informatics (BHI) program. The new BHI space includes a clinical demonstration lab, a classroom and an administrative support area.

On our main campus, Event Management worked collaboratively on the completion of a new programming space called **"The Space,"** which will be prioritized for use by student groups and organizations. The Space will host anything from small social events like club meetings and dinners to large dances and celebrity performances.



## OUR STABLE POSITION

2018–2019 was a solid financial year for SUNY Oswego due to stable, strong enrollment and fiscally prudent budget strategies that built upon our already strong financial position. The college was able to sustain its strong financial position despite the settlement of long overdue and much deserved negotiated salary contracts for our unionized employees. State provided funding of one-time financial assistance (\$109 million) diminished the need to deploy campus reserves to mitigate these operational costs.

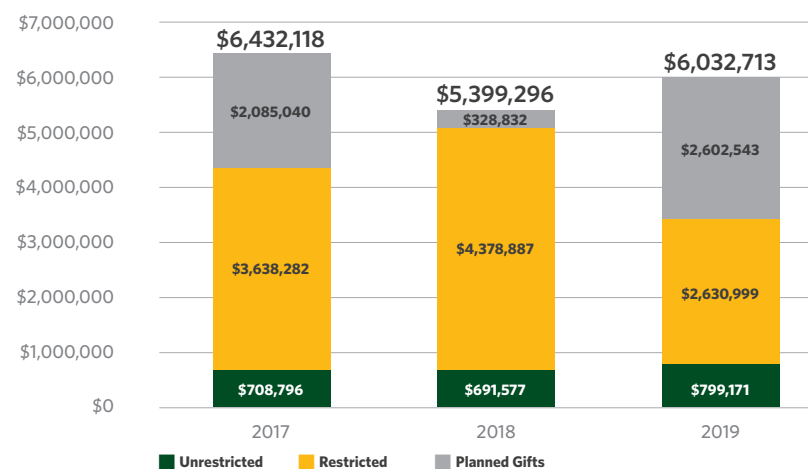
Cash reserves in all operational areas grew and allowed the campus to pursue additional initiatives in support of a vibrant, diverse, educationally rich institution. In conjunction with this effort has been the investment of reserve funds in developing strategies to strengthen our retention rate for existing students. These efforts have resulted in continuous and marked improvement of our retention efforts. Our Research Foundation activities and Income Fund Reimbursable activities remain strong and provide additional reserve revenue.

## OUR CAREFUL STEWARDSHIP OF OUR FINANCIAL RESOURCES

The success of the Alumni and Development operation lies in our ability to make connections and strengthen relationships with constituents. That activity translates into meaningful engagement and philanthropy. During FY19, SUNY Oswego's Alumni and Development team made tremendous progress in expanding its reach to alumni and in garnering the support and trust of our donors, as evidenced by raising more than \$6 million — an 11% increase from FY18, bringing a record number (314) of Alumni-In-Residence visitors to campus, and the acquisition and engagement of volunteers, donors and Sheldon Legacy Society members.

Our alumni volunteers shared their passion and expertise with their alma mater in a variety of ways—from hosting events to speaking on campus to mentoring students. Most notably, the Oswego College Foundation's Investment Committee, comprised of alumni volunteers with significant investment expertise, skillfully stewarded the endowment throughout the tumultuous market ups and downs over the past year to its current level of more than **\$41.8 million**, an **11.7% increase** from FY18. The investment returns have exceeded the national average for 12 years straight, and for 15 of the past 16 years, according to the latest data released Jan. 31 by the National Association of College and University Business Officers (NACUBO).

Philanthropic Support for SUNY Oswego



SUNY Oswego's endowment investment returns during fiscal year 2018 totaled 9%, nearly a full percentage point higher than the national average of 8.2%. (FY19 results will be available in February 2020.) The short-term endowment investment results allow spending rates to be maintained at 5%; a level of spending that many other colleges and universities struggle to maintain. This translates to consistent funding for the college's **466 privately funded scholarship recipients**, from the nearly **600 endowed and non-endowed funds** managed by the Oswego College Foundation, and more money being returned to campus to support academic pursuits and programmatic expenses. The bottom line: The college was able to provide more access and opportunities to its 8,000 students because of this work.

Unrestricted philanthropic support for the institution remained strong with nearly \$800,000 being received from 68% of our fiscal year 2019 donor base. More than 1,700 donors designated their philanthropic support this past year and had a direct impact on nearly 300 specific programs, departments and/or scholarships. In fiscal year 2019, the foundation made available to campus more than \$3.3 million to support SUNY Oswego students, departments or programs. These funds come from both endowed dollars, as well as our annual restricted fundraising dollars.



## OUR COMMITMENT TO SUSTAINABILITY IN DINING AND CAMPUS SERVICES

The use of plastics in SUNY Oswego dining centers is down, and sustainability education is up, thanks to the work of the **President's Advisory Group on Sustainability in Dining Services**. Appointed in early 2018, this advisory group consisting of students, faculty and staff, reviewed all items currently procured and produced throughout dining services to determine their environmental impact. The advisory group made recommendations and oversaw the incorporation of best practices that 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 began at the start of the Fall 2018 semester:

- A campus-wide social awareness campaign was launched to reduce the use of bottled water and other plastic containers.
- Signage was posted indicating discounts/options for reusable mugs for hot beverages.
- Polystyrene plastic materials were eliminated from all dining areas.
- Resident dining areas replaced plastic soufflé cups with paper soufflé cups;



plastic bowls and utensils with ceramic bowls and metal utensils, or paper bowls if take-out; and plastic stir sticks were replaced with wooden stir sticks.

- Retail dining areas' takeout bags are now paper instead of plastic.

### Other examples of actions taken to conserve energy and resources on campus last year:

- LakerPrint, the new student print system, was introduced in January 2019 to streamline the printing process for students, allowing them to print to queues from their devices and then release the job from any campus print station. The new system reduced queue time for students and greatly reduced paper by eliminating banner pages.



- Electronic Records Condition Reports (ERCRs) are now used in all residence facilities to eliminate paper copies with the goal to be more sustainable and efficient during check-in and checkouts.
- Many faculty have adopted Blackboard LMS for managing courses and online testing to save paper and reduce copying of syllabi and exams.
- The Box Office implemented new e-ticketing software, University Tickets and reduced the number of printed paper tickets on campus by over 20,000.

## OUR IMPACT UPON BUSINESS, COMMUNITY, ARTS AND CULTURE

SUNY Oswego's vast intellectual and creative resources are uniquely and systematically positioned to provide strategic opportunities that support and strengthen the region. This engagement is central to the core mission of our campus by linking faculty and student interdisciplinary programs to external business, industry and community impacts.



▲ *Paying it Forward: Corporations team with Oswego to prepare the next generation of leaders.*

From experiential learning and career preparation, to community-engaged learning, to building awareness of the college as a vital community resource, external engagement adds value to the student experience and to the college as a whole. A shared vision across our campus for building external partnerships includes student and faculty alignment with business and industry practices and trends, business and industry alignment with program and curriculum development, and supporting the needs of our external partners in the community and region.

## IMPACT UPON BUSINESS

SUNY Oswego's **Office of Business and Community Relations (OBCR)** is located at the nexus of the busiest intersection in the heart of the City of Oswego's downtown. This location enables the office's services and programs to be easily accessible and visible to the public.

Examples of some of SUNY Oswego's Office of Business and Community Relations (OBCR) most significant impacts on the community over the last year include:

- OBCR's **Small Business Development Center** served 190 clients with 685 contact hours, 1452 prep hours, and 48 travel hours. This resulted in a total impact of \$1,622,410 for Oswego County including creating 17 new jobs and retaining 29 jobs.
- OBCR continued to oversee the **Workforce Development Board of Oswego County** including the WIOA \$1,319,706 annual budget to operate the One-Stop Career Center and deliver training objectives.
- OBCR held the annual **Youth Career Summit** at SUNY Oswego for over 600 8th grade students in Oswego County.
- OBCR staff developed a **Lifelong Learning program** that piloted in Summer 2019 and offered individuals, ages 50 and over, an on-campus experience of social and cultural enrichment.
- OBCR celebrated its 26th year of delivering professional development content around community stewardship and leadership skill development through the **Leadership Oswego County** program and awarded 21 "Class of 2019" Leadership Oswego County graduates with 126 SUNY Oswego Continuing Education Units (CEUs) after they completed over 2,035 hours of professional development.
- OBCR staff provided oversight for the **Retired Senior and Volunteer Program** which recruited 355 senior volunteers who provided 49,285 hours of volunteer service for various community programming and non-profits.

## OUR IMPACT UPON COMMUNITY

- SUNY Oswego's School of Education continued the very successful partnership that began in 2015 with 15 Oswego County high school students enrolled in **CiTi's Credit Accrual and Recovery Program for Everyone (CARE)** and has now expanded to include 50 enrolled students. The CARE program was designed to meet the needs of adolescents in Oswego County schools who were not on track to graduate. This alternative learning program that is housed in SUNY Oswego's Wilber Hall supports high school students through project-based and online learning



opportunities five days a week in a “one-room school house” like model. More than 30 SUNY Oswego students provided mentoring to CARE students last year.

- Sixty Accounting students under the guidance of School of Business faculty offered tax assistant to low/moderate income households. The students in the **Volunteer Income Tax Assistance (VITA) program** completed 418 tax returns. 94 contained the Earned Income Tax Credit totaling \$140,971. All taxpayers whose returns were prepared by the VITA program received a total of \$555,941 in Federal Refunds and \$102,340 in State Refunds. The VITA program received a 100% score of the Quality Site Requirements in its Internal Revenue Service field audit last year.
- SUNY Oswego’s Campus Life oversaw the coordination of the **SUNY Child Protection Policy** process, allowing over 7,841 youth to visit our campus and/or participate in youth related programs hosted by the campus from July 1, 2018 – May 18, 2019.
- **SUNY Oswego campus organizations** completed 10,025 hours of community service with monetary charitable impacts of more than \$80,000.



- Auxiliary Services raised over \$8,000 for Oswego County Opportunities through **Miss-A-Meal** where students donate a meal to a cause selected by the Student Association.
- Community Services received a Community Partner Award from **Citi BOCES Migrant Education program** for hosting over 80 children of migrant farm workers and their families on campus for days of college exploration, hands on workshops, and lectures.
- Community Services partnered with six area nursing homes to host the **17th Annual Senior Ball**, a dinner dance celebrating the partnership between the Adopt-A-Grandparent program’s 130 volunteers and local senior citizens.
- Technology Education department faculty and students hosted a **Tech Wars** event for 185 students from eight Central New York area schools. Three faculty and 35 student volunteers coordinated the event.
- Technology Education department faculty and students also hosted the **2019 VEX IQ Nor’Easter Robotics event** for about 100 middle school students from nine area schools who competed in robotics design and skills. Ten teachers participated in training in the fall semester and formed teams in their schools with equipment supplied through support of an \$11,000 grant from National Grid.
- In its 41st year, the **Sheldon Institute for Barbara Shineman Scholars** provided an on-campus summer enrichment program coordinated by the School of Education to over 100 students in grades two through ten.
- The **“Planting Seeds” initiative**, which received \$50,000 in donor funding, supported visitation of 877 diverse and talented middle and high school students from the Syracuse City School District and New York City.

## OUR IMPACT UPON ARTS AND CULTURE

SUNY Oswego proudly serves as a cultural and economic beacon for Oswego County. This past year, nearly 40,000 spectators attended SUNY Oswego athletic events and more than 10,000 attendees visited the college for art, theatre and music events. In addition, 3,400 greater Oswego community members enjoyed free or low-cost recreational, athletic and cultural activities during the college's annual [Cruisin' the Campus](#) program.

In addition, [ARTSwego](#), which administers the use of the SUNY Oswego student arts fee, continued its 27-year tradition of presenting outstanding professional artists who are broadly representative of ethnicity, race and gender to the greater SUNY Oswego community.

All ARTSwego events are open to the public and heavily publicized to community members. In the 2018–2019 season, attendance at ARTSwego events

totaled 2,490 — a 23% increase from the previous year. When including attendance figures for those who came to view the sand mandala that was built by the Tibetan monks in the foyer of the college's Penfield Library, the total program attendance jumps to 4,090. An internal study conducted on the season showed that of all ARTSwego ticket buyers, 55% were SUNY Oswego students, 34% community members, and 10% K-12 students in the area.

Also contributing to increased access to the arts is the Bridges ticket program, in which ARTSwego encouraged faculty in all disciplines to incorporate arts events into their teaching to receive subsidized tickets to ARTSwego performances. Over 700 students attended curriculum-linked programs throughout the year as a result of Bridges. This is a 100% increase in Bridges ticket usage from the previous year.



▶ *Beyond Sacred: Voices of Muslim Identity* (right), Taylor 2 Dance Company (center), Coreyah (left)

▶ *The Mystical Arts of Tibet*, a group of Tibetan Monks, created a special sand mandala in Penfield Library.





IGLUS

VATOR

The Mystical Arts of Tibet

MANDALA SAND PAINTING

By The Monks of Drepung Lhasa Monastery



MANDALA

www.Alex...atArtsOfTibet



# FINANCIAL REPORTS

2018-2019 FINANCIAL RECAP:  
TOTAL CAMPUS OPERATING  
BUDGET BY DIVISION — ALL FUNDS

Expenses	Academic Affairs	President/ Administration	Administration/ Finance	Student Affairs	Development	Campus-wide Utilities	Total	% of Total
Instructional FTE	319.00	—	—	4.00	—	—	323.00	—
Non-Instructional FTE	242.75	36.50	365.50	139.43	17.25	—	801.43	—
<b>Total FTE</b>	<b>561.75</b>	<b>36.50</b>	<b>365.50</b>	<b>143.43</b>	<b>17.25</b>	<b>—</b>	<b>1,124.43</b>	<b>—</b>
PSR Instructional	22,891,134	—	—	—	—	—	22,891,134	—
PSR Non-Instructional	16,025,943	2,682,504	10,334,709	8,347,704	1,494,350	—	38,885,210	—
OT/Holiday/Other	166,256	1,972	839,708	31,170	—	—	1,039,106	—
<b>Subtotal Personal Service (PSR)</b>	<b>39,083,333</b>	<b>2,684,476</b>	<b>11,174,417</b>	<b>8,378,874</b>	<b>1,494,350</b>	<b>—</b>	<b>62,815,450</b>	<b>51%</b>
TS Instructional	7,413,268	—	—	—	—	—	7,413,268	—
TS Non-Instructional	1,540,462	136,930	821,580	924,278	—	—	3,423,250	—
TS Students/Grad Students	1,084,364	51,499	552,461	1,544,946	2,628	—	3,235,898	—
<b>Subtotal Temporary Service (PST)</b>	<b>10,038,094</b>	<b>188,429</b>	<b>1,374,041</b>	<b>2,469,224</b>	<b>2,628</b>	<b>—</b>	<b>14,072,416</b>	<b>12%</b>
Supplies	1,989,617	94,973	1,640,054	994,808	17,733	—	4,737,185	—
Travel	691,240	89,192	445,962	1,003,413	—	—	2,229,807	—
Contractual Services	5,129,426	444,858	2,104,386	1,156,633	61,875	—	8,897,178	—
Equipment	1,406,188	56,597	361,591	160,707	23,758	—	2,008,841	—
Library Acquisitions	252,907	—	—	—	—	—	252,907	—
Utilities	—	—	—	—	—	4,122,242	4,122,242	—
Other	—	—	—	7,262,662	—	—	7,262,662	—
<b>Subtotal Other Than Personal Service (OTPS)</b>	<b>9,469,378</b>	<b>685,620</b>	<b>4,551,993</b>	<b>10,578,223</b>	<b>103,366</b>	<b>4,122,242</b>	<b>29,510,822</b>	<b>24%</b>
<b>Total Expenditures (PSR, PST, OTPS)</b>	<b>58,590,805</b>	<b>3,558,525</b>	<b>17,100,451</b>	<b>21,426,321</b>	<b>1,600,344</b>	<b>4,122,242</b>	<b>106,398,688</b>	
Fringe Benefits	2,822,400	—	2,910,600	3,087,000	—	—	8,820,000	—
Assessments	—	—	285,900	—	—	—	285,900	—
DASNY Overhead/Insurance	—	—	—	—	—	—	—	—
DASNY Debt Service	—	—	6,732,559	—	—	—	6,732,559	—
Other	—	—	—	—	—	—	—	—
<b>Subtotal Fringe, OH, etc.</b>	<b>2,822,400</b>	<b>—</b>	<b>9,929,059</b>	<b>3,087,000</b>	<b>—</b>	<b>—</b>	<b>15,838,459</b>	<b>—</b>
<b>Grand Total</b>	<b>61,413,205</b>	<b>3,558,525</b>	<b>27,029,510</b>	<b>24,513,321</b>	<b>1,600,344</b>	<b>4,122,242</b>	<b>122,237,147</b>	<b>87%</b>
%	50%	3%	22%	20%	1%	3%	100%	—











# COLLEGE LEADERSHIP

**Deborah F. Stanley**, *President*

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

**Jerri Howland**, *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*

**Rodmon King**, *Chief Diversity and Inclusion Officer*

**Mary C. Toale**, *Executive Assistant to the President*

**Wayne Westervelt**, *Chief Communication Officer*



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[oswego.edu](http://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.