Institutional Planning and Assessment Committee

A brief and fascinating history

Assessing our progress on the institutional Strategic Plan

Spring 2021

Purpose

- Engage the campus with institutional planning and assessment
- Oversee the campus strategic plan and monitor
- Support planning and assessment at all levels
- Provide structure for alignment of plans
- Allocate strategic planning funding
- Coordinate with the Resource Advisory Council to ensure budget, planning, and assessment are all integrated

Working Definitions

- **Strategic Plan** addresses critical areas for growth or remediation. It is not the plan for how everything on campus operates.

- **Mission** is the reason we exist

- **Vision** is the direction we want to go, how we want to be in 5 or 10 years

- **Values** are the strong shared beliefs we hold and that guide our work

- **Priorities** are the four main pillars of our progress

- **Objectives** are more specific, measurable aims we will achieve

- **Indicators** are the data we use to measure progress on objectives

- **Actions** are the intentional work that drives our impact

2009-2010

- Campus committee looked at
    - Review of College Mission
    - Review of College Vision
    - Articulating college values
    - Establishing strategic priorities

- Working Goals of the Committee
    - Operate as a unified organization with a strong sense of identity and pride in what we do
    - Clear and shared vision, values, and priorities
    - Respect for the diverse ways that each of us contribute to the organization

- Through campus survey, open meetings, President's retreat and campus meetings, and feedback rounds
- Endorsed by faculty senate and President's Cabinet

Mission: Why We Exist

SUNY Cortland is an academic community dedicated to diverse learning experiences. Students grow as engaged citizens with a strong social conscience fostered by outstanding teaching, scholarship, and service.

Values: Guiding Principles

Focus on the Students All decisions, plans, and actions revolve around students' academic, personal, social, and cultural development and wellness.

Integrity Dedication to honesty, hard work, high personal and professional standards, and respect for people, perspectives, and the environment.

Intellectual Life Commitment to inquiry, academic rigor, creativity, lifelong learning, and contribution to discipline, profession, and the greater good.

Vision: Where We Want to Be

 SUNY Cortland will be a college of opportunity, from which students graduate with the knowledge, integrity, skills, and compassion to excel as leaders, citizens, scholars, teachers, and champions of excellence. Prospective students and employees will choose the College in response to its nationally recognized academic programs, innovation and experiential learning, and the rich intellectual, social, and athletic life on the campus. SUNY Cortland will be a center for intellectual, cultural, and economic growth, distinguished by successful partnerships with organizations, schools, agencies, and businesses throughout the region, the nation, and the world.

Mission Vision Values

are the foundation for the

Institutional Priorities

- Academic Excellence
- Transformational Education
- Well-being
- Maximize Resources

2012

- SUNY Cortland completes its Middle States self-study for reaccreditation

- Based around the four institutional priorities

- Middle States commission, recommends (which means requires in their lingo) that
  - strategic priorities should form basis for a multi-year strategic plan that can inform budgeting and other aspects of College functions
  - coordinate financial plan that will align with strategic direction

2016

- Proposal that the President establish a committee to continue the work of strategic planning and address the planning and finance recommendations

- Institutional Planning and Assessment Committee established

- Begins work to:
  - Assess the institutional priorities by looking at data and having campus discussions
  - Establish objectives and outcomes for the priorities
  - Expand the articulation of planning
  - Work on the alignment of campus plans

- At the same time, the Student Learning Outcomes Committee is establish to help the campus strengthen SLO work in programs and courses

IPAC Work to Date

- Revisions to the four priorities descriptors
- Eleven campus objectives formulated by review of data, discussions with campus stakeholders, and review of national data
- Outcomes measures identified for objectives
- Divisions each have a strategic plan
- Administrative offices required to have a plan
- Revision of administrative annual report process to focus on assessment around planning
- All divisions asked to align their plans with the college strategic plan

The Four Priorities

Academic Excellence

We will cultivate academic programs that provide students with the best opportunities to develop their knowledge, skills, and dispositions (trying to get at affective piece of learning/development). This means ensuring that we have relevant and engaging curriculum, effective and innovative delivery methods, appropriate facilities, and a culture of continual improvement.

We will foster the highest levels of student and faculty engagement and support their contributions to their disciplines, the college, and communities locally and globally.

Transformational Education

We will provide intentionally designed, highly effective, educational opportunities that challenge how students see themselves and the world in profound new ways.

Transformational education involves all of the opportunities that expose students to new environments, cultures, perspectives, and knowledge. It also challenges them to reflect, acknowledge their self-efficacy, and continually expand their understanding and skills to be more engaged agents in their lives and their communities.

Well-being

We will advocate for personal and community well-being through our academic disciplines and our campus programming and facilities.

We actively promote the physical, emotional, cultural and social well-being our students and employees, determine areas of greatest need, and respond with policies and programs that recognize the well-being of each individual is critical to our strength as a whole.

This includes striving to be a campus community that enacts values of inclusivity, collaboration, respect, and care where contributions to the community are recognized and we hold ourselves accountable for supporting a positive campus climate

Maximize Resources

We will sustain resources and carefully align our decision-making and allocation process with the mission-based functions of the college and our strategic vision for the campus.

Maximizing resources includes being fiscally responsible, thinking about efficiency while maintaining excellence, and communicating clearly about resource allocation.

It also means focusing on sustainability and ensuring that the campus maintains a dedication to responsible use of natural resources and consideration of our impact on our environment

Eleven Institutional Objectives

- Focused, intentional change with measurable outcomes

- Complement the mission based, operational work

- Each objective has indicators: measures used to assess progress

- Analysis of indicators on a regular basis to measure progress

- Developed from one or two priorities

Your mission, should you choose to accept
(well, you already did sort of)

- Assess progress on actions

- Assess progress towards objectives

- Additional information

- Ensure stakeholder input

- Summarize in brief report and share with campus

IPAC Funds for Fall Discussion

- Allocated based on objectives and stakeholders input

- Fund reports

- What funding remains

- Being established as line item in the budget

Looking at Objectives

- Quick summary of actions and indicators

- Additional information is in the IPAC teams folder including:
  - IPAC indicators-tracking
  - Progress on Strategic Objectives Action

- Notes as you look
  - Pending means that we are still trying to work on that or a version of that
  - Some data is not available yet
  - Some targets were not set, just a goal for improvement

- You will be sent a survey to rate how well we are doing on the actions and the indicators

Objective 1 Indicators

Enhance the assessment of student learning and development and utilize evidence to strengthen programs.

1. Student learning outcomes assessment plans for all academic and student support programs by spring 2019.

   100% completed

2. Student learning outcomes articulated for every course by summer 2020.

   90% completed

3. Accreditation with commendations as relevant by 2020.

   pending

4. Evidence of using data to strengthen programs in annual reports by 2020.

   1st round of review currently

1. Evidence of using data to strengthen student learning in courses in faculty annual reports by 2022.

   pending

Objective 1 Actions

✓ 1. Student Learning Outcomes Committee continues work with programs and departments.

✓ 2. Revise annual report format to focus on outcomes and SLO as relevant.

✓ 3. Training and support to transition annual reports to Watermark.

✗ 4. Create Advising Liaison positions in each schools to mentor and support department work.

✓ 5. Professional development on assessment practices with Institute for College Teaching and Student Learning Outcome Committee.

✓ 6. Expand department use of data retreat to review data and make decisions.

✗ 7. Create database of all accreditations, possible commendations, and existing recognitions.

Objective 2 Indicators
Improve student achievement in written and oral communication.

1. Achievement in new CPN assessment baseline created in 2018 and reassessed in 2021.

   In progress

   New assessment created, postponed until spring 2021.

2. Achievement in Writing Intensive coursework based on new writing intensive/critical thinking assessment. Baseline in 2018-19 and review in 2021.

   In progress

3. Achievement in oral presentation skills based on new assessment developed in

   Pending

Objective 2 Actions

✓ 1. Creation of Writing Center

✓ 2. Presentation skills One Button Studio ($14,000 allocation for software and hardware).

⚠ 3. Increase frequency of composition evaluation to every other year

⚠ 4. Professional development for writing intensive faculty

Objective 3 Indicators
Increase persistence and degree completion for first-year, transfer, and underrepresented students.

Current data

- First-year retention for first-time all   baseline 80%   target 82%   85%
    - Black/African American   baseline 77%   target 80%   78%
    - Latinx/Hispanic   baseline 77%   target 80%   84%

- Retention of first year by gender
    - Female   baseline 82%   target 84%   87%
    - Male   baseline 76%   target 80%   81%
- Transfer student retention   baseline 84   target 85%   83%
- Six-year graduation rate for first-time students l   baseline 71%   target 71% (maintaining)   67%
    - Black/AA   baseline 55%   target 55%   69%
    - Hispanic/Latinx   baseline 61%   target 61%   57%

Objective 3 Actions

✓ 1. Complete data retention model to help predict retention patterns by summer 2018.

✗ 2. Examine role of suspension and dismissal on retention numbers.

✓ 3. Explore grade forgiveness for readmitted students to reestablish good academic standing 2018.

⚠ 4. Implement retention action plan and Retention Council starting spring 2018.

✓ 5. Implement Starfish student outreach and support software and initiative.

✓ 6. Enhance spring semester welcome.

✓ 7. Department funds for graduate student welcome/engagement.

⚠ 8. Administer exiting student survey.

Objective 4 Indicators
Promote faculty engagement in the life of the college and in their respective disciplines.

		Target	Status
1.	Faculty activity documented in Watermark	All	3 years
2.	Percent of vacancies on senate committees	0	13
	See IPAC indicators tracking for more details		
3.	Improvement on department engagement score	3.65	3.55
4.	Baseline academic advising		
	1. SOS scores		
	2. NSSE-FSSE		
	3. Local assessment	pending	

Objective 4 Actions

✓ 1. Faculty annual report template made consistent and put into Watermark. transition and non-academic reports transition in 2019.

✗ 2. Establish committee membership publication (e.g., on web).

⚠ 3. Review committee structures for effectiveness, redundancy, and efficiency.

✗ 4. Support for faculty taking leadership roles in their professional organizations.

✗ 5. Service leadership incentive.

✓ 6. Clarification of service expectations for service.

Objective 5 Indicators
Increase the percent of courses taught by full-time faculty.

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- Percent of courses taught by full-time faculty from Faculty Workload Report
  - standard sections fall 2016   61%
  - target   70% in three years
  - Fall 2019   65%

Objective 5 Actions

⚠️   1.   Analyze utilization to determine new line allocation.

⚠️   2.   Analyze teaching release impact on indicator.

✔️   3.   Analysis of low enrolled courses.

❌   4.   Explore course redesign.

⚠️   5.   Consider state allocation to identify possible increase.

❌   6.   Consider splitting retirement lines when salary can fund more   than one line

Objective 6 Indicators
Expand the impact of applied learning by increasing opportunities and increasing the quality of experiences.

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		2017	2020
1.	Number of applied learning credit hours earned per year.	5863	6227
2.	Number of students in applied learning sections per year.	2342	2344

3. National Survey of Student Engagement (NSSE) student report on high impact practices:

		Target	2014	2020
1.	First year participating in one or more	70%	52%	59%
2.	Seniors participating in one or more baseline	95%	89%	86%

Objective 6 Actions

1. Update applied learning definitions and inventory of applied learning opportunities on campus.

2. Expand Banner coding of applied learning.

3. Increase applied learning scholarship awards.

4. Support professional development in applied learning.

5. Determine campus governance oversight of applied learning (course approval, etc.).

6. Implement best practices in assessment of applied learning including establishing student learning outcomes for applied learning experiences.

Objective 7 Indicators
Strengthen our community through a focus on inclusion, civility, and accountability.

	2017	2020
1. Increase faculty diversity to 20%.	14%	16%

	2017-18	2019-20
1. Retention of diverse faculty and staff: establish baseline data in 2018	89%	88%

2. Employee engagement survey:

Diversity is top three area of concern with score of 351   pending

	2014	2016	2020
3. Improved gender climate survey results: positive	76%	71%	78%

4. Improve COACHE survey results: choose Cortland 5 highest   2016 at 3.51   2017 at 4.03

Objective 7 Indicators Continued

Student Opinion Survey (SOS). Target improvements in following:		2012	2015	Target	2018
	Level of satisfaction with campus acceptance of individual differences (% replying very satisfied/satisfied)	84%	79%	>79%	85%
	Level of satisfaction with campus openness to opinions of others (% replying very satisfied/satisfied)	79%	74%	>74%	79%
	Level of satisfaction with your sense of belonging on this campus (% replying very satisfied/satisfied)	72%	67%	>67%	73%
National Survey of Student Engagement (NSSE). Target improvements in following:		2014	2017	Target	2020
	How much has your experience at this institution contributed to your understanding people of other backgrounds? (% replying very much/quite a bit)	61%	70%	>70%	72%
	had discussions with people of a race or ethnicity other than your own? (% replying very often/often)	62%	64%	>64%	73%
	had discussions with people of a different religion? (% replying very often/often)	63%	65%	>65%	67%

Objective 7 Actions

✓ 1. Gender Policy and Initiatives Council finalize and implement recommendations.

⚠ 2. Review and implement recommendations from Diversity Plan and President's Council on Inclusive Excellence.

✓ 3. Voice Office Renovation.

✓ 4. Women's Leadership programming for faculty, professional and students guided by Gender Policy Initiatives Council.

✓ 5. Conduct study on experiences of underrepresented groups on campus.

✓ 6. Inclusive Recruitment Initiative for Faculty.

Objective 8 Indicators
Increase institutional financial support to students through scholarship fundraising.

1. Increase amount of institutional scholarships/grants awarded to students.
   Target over $1,400,00

2015-16	2016-17	2018-19	2019-20
1,125,451	1,405,618	1,550,181	1,416,450

2. Increase total fundraising amounts and allocated to scholarships. Target over $3.2

2015-16	2016-17	2018-19	2019-20
$2,249,708	$3,224,636	2,794,783	5,195,447

3. Achieve capital campaign goal of $25 million.   Current: $19, 267,227

4. Alumni who participate in giving. Target 10%

2017	2019	2020
5.1	5.4	5.1

Objective 8 Action

 1. Capital campaign plan

Objective 9 Indicators
Increase revenue to campus from non-tuition sources

Maintain increase in total revenue from winter and summer session	2016	2018	Target	2020	
	$526,000	$909,297	>=912,160	$951,748	
	$2,266,000	$2,429,660	>=2.5 mil	$2,864,830	
Sponsored grant revenue current 4 million target 5 million in 2021-2022	2018	2019	2020		
	2,914,391	2,719,292	2,202,943		

Objective 9 Actions

✓ 1. Increase professional development for online course delivery

Objective 10 Indicators

Enhance the quality of spaces and facilities for academic programs and the overall student experience.

Improvements on following indicators.		2012	2015	Target	2018
SOS data: facilities - Classrooms	Level of satisfaction with classroom facilities (% replying very satisfied/ satisfied)	89%	82%	>82%	81%
					2018-19
Student housing survey data.	Satisfaction Survey Q.20 - overall satisfied with my living experience in my current residence (% strongly agree/agree)				71%
Student housing survey data.	Satisfaction Survey Q.53 - satisfied with the physical condition of my residence (% strongly agree/agree)				68%
			2012		2017
COACHE item on facilities	Facilities & Work Resources index mean score on 5-point scale		3.54	>3.54	3.56
Employee engagement survey data.					
Increase the number of named spaces on campus.					

Objective 10 Actions

✓ 1. Embed feedback on facilities needs in department annual report.

✗ 2. Feedback from accreditation and program review routed to Instructional Space.

⚠ 3. Determine rubric for evaluating space quality.

⚠ 4. Establish classroom annual upgrade process through Instructional Space Committee.

⚠ 5. Review of FMPOC master plan.

✗ 6. Renovation of Counseling, Health and Disabilities Resources space.

Objective 11 Indicators
Increase the environmental sustainability of the campus and community.

1. Reduced carbon footprint from Greenhouse Gas Emission report. Baseline: 26, 8000 MTCO2E   Current Status: 21,170 Target: 4,020 in 2050
2. Reduced energy use intensity report
3. Baseline in 2010 191.61 EUICurrent 2016: 173.96   Target: 2020 153.28
4. AASHE star report rating
5. Baseline: 2012 STARS – Silver (version 1.0) Target: 2018 STARS – Maintain Gold (version 2.1) Current: 2015 STARS – Gold (version 2.0)
6. Recycled material versus solid waste
7. No Baseline/Target identified – however last 2 years of data: 2015-16 FY 32.7% (solid waste diverted to recycling)
8. 2015-17 FY 42.2% (solid waste diverted to recycling)
9. Increase the sustainability-related knowledge and behaviors of the college community.
    Baseline 2018 Sustainability Literacy Assessment – Overall Score 62%
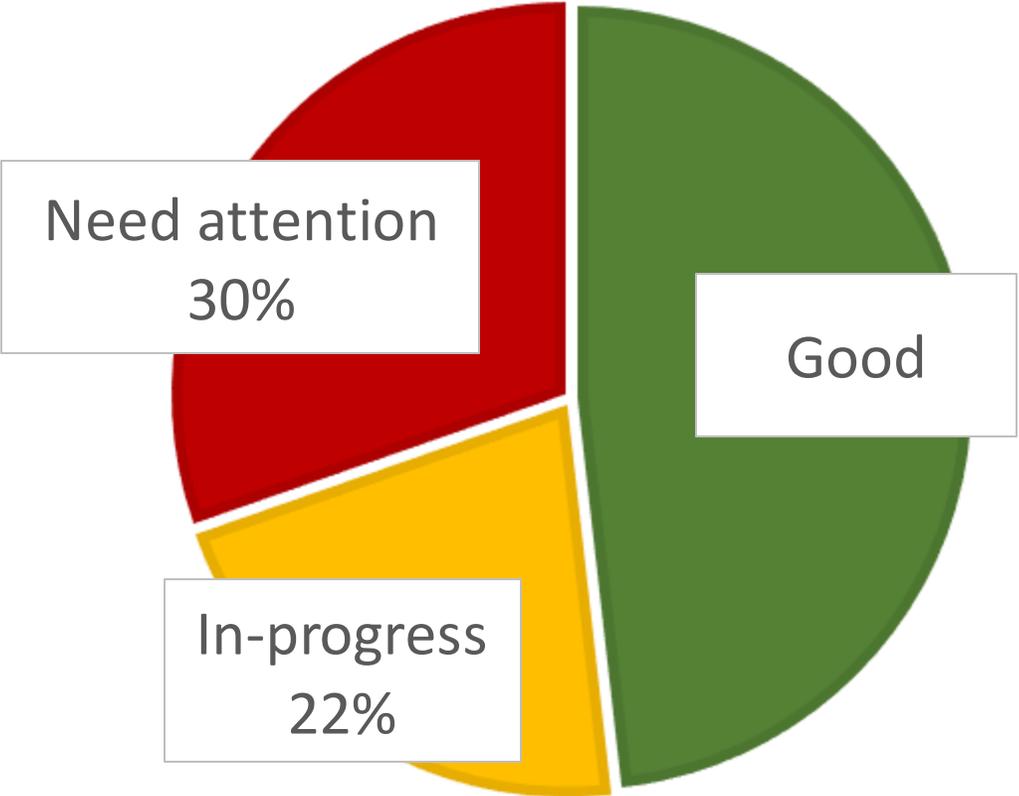
Objective 11 Actions

✓ 1. Establish a baseline and targets via the data gathered from three   instruments being given spring of 2018:
    1) Sustainability Literacy assessment
    2) Sustainability Culture Assessment
    3) Carbon Footprint Assessment

⚠ 2. Identify sustainability-related content within each major.

⚠ 3. Establish an attribute for sustainability-related courses.

⚠ 4. Establish a sustainability micro-credential option for students.

✓ 5. Design and implement comprehensive sustainability education and behavior change programs Establish graduate assistant to manage data collection and reporting.

✓ 6. Graduate assistant to assist with reporting and initiatives.

✓ 7. Establish two all college Green Reps (undergraduate students) that focus on campus-wide programing and activities.

Overall Progress on Actions

PROGRESS ON ACTIONS

■ Good ■ In-progress ■ Need attention

Need attention 30%

Good

In-progress 22%

	Pending or Needs attention	In-Progress	Good progress
Student Learning Outcomes Committee continues work with programs and departments.	■	■	■
Revise annual report format to focus on outcomes and SLO as relevant.	■	■	■
Training and support to transition annual reports to Watermark.	■	■	■
Create Advising Liaison positions in each schools to mentor and support department work.C31	■		
Professional development on assessment practices with Institute for College Teaching and Student Learning Outcome Committee.	■	■	■
Expand department use of data retreat to review data and make decisions.	■	■	
Create database of all accreditations, possible commendations, and existing recognitions.	■		
Creation of Writing Center	■	■	■
Presentation skills One Button Studio	■	■	■
Increase frequency of composition evaluation to every other year.	■	■	
Professional development for writing intensive faculty.	■	■	
Complete data retention model to help predict retention patterns by 2018.	■	■	■
Examine role of suspension and dismissal on retention numbers.	■		
Explore grade forgiveness for readmitted students to reestablish standing	■	■	■
Implement retention action plan and Retention Council starting spring 2018.	■	■	
Implement Starfish student outreach and support software and initiative.	■	■	■
Enhance spring semester welcome.	■	■	
Department funds for graduate student welcome/engagement.	■	■	
Administer exiting student survey.	■		
Faculty annual report template made consistent and put into Watermark. transition and non-academic reports transition in 2019.	■	■	■
Establish committee membership publication (e.g., on web).	■		
Review committee structures for effectiveness, redundancy, and efficiency.	■	■	

Tasks

- Review all of the objectives
- Respond to the survey indicating your perspective on:
  - Progress in action
  - Progress in indicators
  - Progress overall
  - Recommendations for changes to indicators/actions or the objectives
  - Suggestions for sharing with campus