

**MIDDLE STATES RECOMMENDATIONS –
2002 INSTITUTIONAL SELF-STUDY**

Chapter 3 - Academic Programs

1. Continue to support the goal of increasing the percentage of full-time faculty, through resource reallocation if necessary, using current and reliable data to create an equitable workload situation across the College.
2. Provide necessary support to the provost's office so that the provost can lead academic affairs in developing and guiding a strategic agenda.
3. Conduct a needs analysis of units in Academic Affairs with respect to office budget, staffing, travel support, professional development, and technology needs, and make adjustments where necessary.
4. Continue the process of decentralizing the budget, empowering the provost and deans in particular to have increased budget and position control and holding them accountable.
5. The provost should establish a task force to address the issue of possible restructuring within the College or at least within Professional Studies to better manage program enrollments as well as faculty, administrative, and advisement workloads.
6. The Professional Studies Chairs' Council should work closely with Enrollment Management to more effectively administer program enrollment consistent with standards and quality expectations.
7. Smaller-enrollment departments should work with Admissions to provide supplemental strategies for recruiting undergraduates to their programs.
8. All departments should report on the quality of their advisement practices in their annual report and program review reports. Additionally, continued efforts should be made to reduce advisement loads (including both undergraduate and graduate advisees).
9. Develop a structure for coordinating internships across the College, perhaps by creating an encompassing office that oversees efforts presently carried out by the Internship Office, Field Studies, and individual departments.
10. The Facilities and Master Plan Oversight Committee should include a member of the Professional Studies Chairs' Council and of the Arts and Sciences' Chairs' Council so that the schools can monitor the progress being made with respect to the Cornish/Van Hoesen and Moffett rehabilitation projects.
11. The Facilities and Master Plan Oversight Committee must give highest priority to planning for additional space to meet Professional Studies' needs given enrollment increases and plans to add new faculty lines.
12. Revise the College's long range planning process so as to ensure input and participation by departments and centers.
13. Develop a plan to renovate and upgrade the laboratories in the natural science departments and the main theater in Dowd Fine Arts.
14. Develop a plan to support faculty scholarly travel needs at a higher rate, with a goal of \$1,000 annually for untenured full-time faculty and \$750 for tenured faculty.

15. Seek ways to increase funding for technology and communication needs by allocating more state funds for technology, raising the technology fee to support growing student initiatives, and securing more grants and corporation contracts.
16. Continue to provide leadership with respect to the College's long range planning goal of infusing technology across the College for both instructional and non-instructional functions.
17. Develop a permanent growth budget for library materials, including both print materials and emerging technologies.
18. Develop a plan for upgrading the network and telephone switch.
19. Continue to assess the technology, computer and library needs of the campus in order to maximize services by integrating the results into all planning efforts.
20. Hire key faculty with strong research backgrounds who can successfully attract significant external funding, with initial priority placed on funding to support the College's urban education initiative.
21. Maintain an institutional commitment to supporting and assisting first-time proposal writers.
22. Transfer oversight for graduate admissions to the Graduate Studies and Outreach Office.
23. Develop comprehensive enrollment management plan for College's graduate programs.
24. Increase proportion of full-time faculty who offer instruction at the Mohawk Valley Graduate Center.
25. Stabilize and restore each of the original structures constructed by W.W. Durant located on Pine Knot in Raquette Lake at the Outdoor Education Center, expanding the endowment and identifying benefactors to assure the continued operation of the Center.

Chapter 4 – Enrollment Management

1. Reaffirm explicitly that recruitment is not the sole responsibility of Admissions, further delineate the roles to be played in this process by deans, department chairs, and faculty, and encourage collective engagement in this process.
2. Build rapport and collaboration with faculty to increase faculty involvement and allow for greater faculty insight and guidance into Advisement Center initiatives.
3. Revise the transfer credit evaluation procedures to include more faculty/advisor ownership and involvement.
4. Establish a stronger base of understanding and participation in the First-Year Program initiative, emphasizing the role of Student Affairs.
5. Conduct a needs analysis to determine adequacy of resources across Enrollment Management, to include examination of the need for an inquiry management position and an additional Financial Aid Advisor, professional development and training needs, adequacy of clerical staff, and the need for temporary summer staffing.
6. Build in more participation by Enrollment Management in the clarification of academic processes and procedures so this unit can become a stronger advocate for the comprehension and implementation of these.
7. Coordinate and promote efforts that will increase student satisfaction and positively affect student retention, to include strategies for identifying and supporting students facing situations that place them at risk for attrition.

8. Evaluate at what point electronic communication may be a requirement for students to perform certain tasks and when a prospective student would be granted access to the Student Information System.

Chapter 5 – Faculty and Staff

1. Continue to make progress toward goal of having 80% of all courses taught by full-time faculty members.
2. Add full-time lecturer positions as appropriate, taking into consideration the impact of these appointments upon the advisement and service loads of full-time tenure-track faculty in the departments in question.
3. Continue and strengthen efforts to add ethnic minority faculty and staff members, with a focus on females.
4. Continue to support the activities of the Faculty Development Committee and work toward having a Faculty Development Center overseen by a full-time director.
5. Significantly strengthen professional development opportunities for faculty and staff that address the needs of individuals as well as college goals and priorities.

Chapter 6 – Student Affairs

1. Expand external grant funding and aggressively seek creative alternatives for supporting programs and services as well as continue to advocate for more state funding.
2. Develop a prioritized re-organizational plan that serves to redefine and create new positions within the division as lines become available.
3. Create strategies for addressing the increased caseload of serious student misconduct both on- and off-campus, so as to improve the campus climate and to reduce the volume of judicial cases.
4. Develop and fund a plan to provide professional development support for Student Affairs staff.
5. Use CSI data more systematically in order to guide the division's planning and programming efforts.
6. Develop and fund a plan to address how the campus will continue to effectively serve the increasing number of students with disabilities.
7. Continue to pursue funding options for the construction of a new residence hall and a Student Recreation Center.

Chapter 7 – Institutional Advancement

1. Continue and expand the use of private funds to recruit and retain high quality students and faculty so as to ensure the success of private fund-raising efforts in the future.
2. Grow the number of alumni chapters to increase national visibility and outreach and provide more alumni career guidance to students.
3. Secure an alumni house.
4. Expand support for web site maintenance.
5. Continue to provide enhancements in Public Relations and Publications and Electronic Media in the form of technology and personnel, through the addition of clerical and professional positions.

Chapter 8 – Finance and Management

1. Continue to critically analyze current resource usage focusing on student fees, the technology fee and budget, budgets for hiring adjunct faculty, and department/unit budgets.
2. Create a task force to examine planning procedures for developing staffing needs at the College along with a more automated process for handling the hiring of new faculty and staff.
3. Charge the Child Care Center Board of Directors to assess student child care needs, including those for non-traditional students, and if space demands warrant, form a task force to examine other possible sites to resolve space and operational issues for the Center.
4. Form a task force to compare the results of the analysis of current space on campus with a common space standard and to develop a long-term space allocation plan.
5. Form a joint committee from Finance and Management and Academic Affairs to make recommendations on possible off-site programs and locations.
6. Monitor new budgeting processes closely and continue to provide mechanisms for more campus input.
7. Work closely with the Facilities Office to complete renovations in the Student Accounting area in order to improve efficiency and professional appearance.
8. Continue to meet with colleagues from other SUNY institutions to strengthen the Business Office's network and build long-term relationships with other campuses, and provide frequent communication with SUNY System Administration in order to close the experience gap for newer employees in the office.
9. Create a task force to include representatives from Human Resources and all units within the Business Office to develop user-friendly manuals for training new employees.
10. Analyze the operations of the Business Office and develop and fund a reorganizational plan that would allow the gradual addition of new positions in key areas, coupled with the development of a retention plan to better assure continuity of staff.
11. Develop and fund a plan to provide more resources for Facilities Management in order to create a second shift for Physical Plant, increase budgets in Physical Plant and Environmental Health and Safety by 25%, and to support capital improvement projects that address critical maintenance items.
12. Develop a comprehensive and integrated policy and procedure manual for all three units.
13. Convert the academic building records on CAD by summer 2002 in order to fully utilize and assess the effectiveness of the TMA system, at least for Physical Plant.
14. Continue to monitor the effectiveness of modifications made to communication programs both internal to Facilities Management and external with the campus community in order to maximize service and report project status.
15. Analyze post-project evaluations and develop goals to enhance project delivery.
16. Develop a Facilities Management personnel plan to address issues within the unit such as high turnover, new staff training, salaries, and salary inequity.
17. Continue to pursue projects like the Minor Construction Team and Labor Term contracts, which help save time and money on small projects without sacrificing quality.
18. Develop an Environmental Management plan to help reduce the high cost of hazardous waste disposal.

Chapter 9 – Planning and Assessment

1. Create explicit and publicly acknowledged linkages among budgeting, planning, and assessment processes.
2. Identify ongoing, stable funding source for long range planning process and for assessment.
3. Incorporate academic program assessment planning process into System Administration's program review process.
4. Maintain annual assessment planning and implementation process for support and service units.
5. Assess faculty attitudes toward assessment and develop strategies based on results for responding to any concerns that emerge.
6. Develop and implement assessment of institutional goals for student learning, perhaps in conjunction with efforts to meet System Administration's requirements for general education assessment.
7. Attempt to involve students more actively in both long range planning and outcomes assessment.

Chapter 10 – Equity, Access, and Diversity

1. Add full-time staff position to Office of Multicultural Affairs, so as to provide greater direction to underrepresented student groups, better integrating the offices and programs that relate to diversity and multiculturalism among students and faculty, and better advocating for these persons and groups.
2. Increase frequency of SOS administration in order to better monitor campus climate for underrepresented populations, making sure that these populations are proportionately included in the sample.
3. Include Center for Multicultural and Gender Studies in College's assessment program, to include assessment of all its academic programs and support functions.
4. Reinstate a program like the Campus Dialogue on Race, which was held in 1999-2000, on a regular basis, with the administration and faculty and staff groups working together to coordinate this event.
5. Create a standing committee on Ethnic Minority Student Recruitment and Retention including representatives from Admissions, EOP, Advisement and First-Year Programs, Athletics, and the Multicultural Affairs Office, for the purpose of increasing the visibility of those programs known to be particularly attractive to ethnic minority students and coordinating efforts on orientation, mentoring, and advisement for all self-identified ethnic minority students.
6. Conduct a study on the College's ability to serve the increasing number of students with disabilities and develop an action agenda working with Student Disability Services.

Chapter 11 – Intellectual Climate

1. Increase faculty development efforts aimed at non-technological aspects of innovative teaching.
2. Form a task force consisting of College's Distinguished Teaching Professors and Excellence Award winners for the purpose of directly addressing SUNY Cortland's problems with intellectual climate as revealed by negative SOS ratings as well as CSI findings, with specific recommendations to be made for resolving these problems.
3. Institute annual Opening Convocation or other event at beginning of year to set serious academic tone for incoming students.
4. Appoint task force to explore ways to boost faculty and student attendance at cultural events on campus.

5. Implement past recommendations regarding advisement.
6. Expand efforts to ease teaching and advisement loads in departments with high ratios of majors to faculty.
7. Continue and reinforce efforts to bolster enrollments in Arts and Sciences beyond the Title III grant initiative, using strategies that foster communication and a sense of common purpose between the faculty of the two schools as well as the administration.

Chapter 12 – Technology

1. Continue to seek ways of funding increased bandwidth and server space, in conjunction with implementing strategies for prioritizing access to the College's communications network.
2. Ensure that all academic programs include clear and appropriately rigorous competencies in the areas of information and computer literacy.
3. Develop a comprehensive definition of student competence in information and computer literacy and implement an assessment process college-wide to assess this competence, perhaps in conjunction with the SUNY general education assessment initiative.
4. Ensure that faculty are given a larger role in planning for technology, perhaps through CATE, SCAP (Student Computer Access Program), and the Information Resources Advisory Committee.
5. Develop and fund an operational and financial technology plan that addresses staff and resource support, replacement of classroom equipment, computer hardware and software in offices and labs, networking upgrades, and upgrades in current SMART classrooms.
6. Develop and fund a plan that provides adequate technical support and instruction to the increasingly technology-sophisticated needs of faculty and staff.
7. Develop a college-wide plan for distance learning and periodically assess faculty and student needs with respect to distance learning for the purpose of planning for future programs.
8. Periodically assess SMART classroom use to ensure that facilities are being used appropriately for the technology provided.
9. Develop and fund a plan to ensure that Memorial Library's budget increases are commensurate with its expenditures for electronic resources, so that its funding for more traditional learning materials is not further eroded.

Chapter 13 – Internal Institutional Context

1. The Provost should establish a standing committee charged with making recommendations to the president regarding an optimal enrollment and enrollment mix, taking into account factors such as number of faculty, workload, campus safety, housing, and campus morale.
2. The Provost should establish a task force to analyze faculty workload across departments and schools and make recommendations where appropriate for addressing problem areas, with findings made public and opportunities provided for campus-wide discussion.
3. The College, working through appropriate faculty committees, should develop teaching strategies targeted at the characteristics that place SUNY Cortland students at academic risk, and encourage the widespread use of these strategies.
4. The College should regularly conduct surveys of employee morale as part of its overall assessment plan, being sure to include all employee groups.

5. The Faculty Senate should survey faculty and staff as to reasons why they do or do not participate in the Senate, then use the results to develop appropriate strategies for increasing participation.
6. The College should enhance professional development opportunities for department chairs and program coordinators through annual orientation sessions on topics including: Budgeting, supervision and human resources, and increase awareness of and support for attendance at administrative workshops and conferences.

Chapter 14 – External Institutional Context

1. Develop a task force of administrators and faculty to carefully examine the classification of all programs and courses so that the College can maximize funding via the PBBA formula.
2. Target special programs that do not generate large FTE's but are critical to the College's mission for creative and alternate funding solutions.
3. Keep enrollment management at the forefront in order to maximize overall student recruitment and retention, and to maximize enrollment in under-enrolled programs and courses that are categorized as high-cost under the PBBA formula.
4. Seek innovative incentives to encourage and reward faculty and staff members who are instrumental in the implementation of activities critical to the College's future (e.g., NCATE accreditation).
5. Continue to foster positive and mutually beneficial relations with the College Council, the Cortland community, alumni, and local legislators, and use these relationships to promote SUNY Cortland at the state and System Administration levels.

Chapter 15 – Infrastructure

1. Identify source of funding in order to fully implement one or more of the options presented in the Cornish/Van Hoesen Program Study and the 1999 Report of the Cornish/Van Hoesen Vision Subcommittee.
2. Supplement the general guidelines of the Master Plan with a detailed room-by-room study of space utilization on campus, to include specific recommendations for recapturing underutilized space, reallocating existing space to meet the increased space needs of new and growing departments, especially for research purposes, and developing a streamlined process for disposing of surplus equipment.
3. Develop and fund an academic equipment plan for regular equipment review, upgrade and acquisition, to include computer upgrades, with large or expensive equipment purchases included in a longer-range equipment plan.
4. Identify and pursue alternate funding mechanisms for the construction of a new residence hall, perhaps one that is combined with a new Student Recreation Center.
5. Develop a strategic management plan for campus infrastructure to address overall use, staffing, planned maintenance cycles, renovation, and upgrading of all campus facilities, including athletic and recreational facilities.
6. Develop a plan and assign responsibility for improving students' perceptions of campus security and safety, with the goal of seeing improvement by the next administration of the SOS in 2003.