

SUNY Delhi's Second Century Plan 2010-2015: A Great Place to Learn, Work, and Live

SUNY Delhi's smart growth plan is built on the college's success in establishing a unique niche in the rapidly changing environment of higher education. Delhi focuses resources on delivering a select range of high quality academic programs from the certificate through the master's degree level. These programs serve the students' educational goals and New York State's workforce needs in both the classroom setting and through delivery systems that overcome barriers of space and time. Smart growth envisions sustained enrollment growth based upon Delhi's historic success in offering academic excellence, student access and exceptional educational value. Smart growth assures maximum use of campus and SUNY-wide resources by optimizing multiple opportunities to deliver premier programs. Growth consistent with this plan will generate and attract resources capable of meeting the college's overarching goals for student success.

Aspirational Goals 2010-2015 -- SUNY Delhi will be a leader in:

Engaging Students for Success by:

- retaining and strengthening its status as a college where the student is the most important person;
 - *Revised mission statement to place greater focus on students;*
 - *Created Student Success Work Group and will implement recommendations regarding UNIV 100 and student assistants in fall 2012;*
 - *Cabinet will identify action items based on 2012 Student Opinion Survey;*
 - *Held meetings with honors students and other student leaders to identify ways to enhance student success and promote better academic experiences;*
 - *Doubled bandwidth on campus as the result of overwhelming student requests;*
 - *Centennial Campaign, which is focused on increasing scholarships, has raised \$1.2 million to date, including more than \$600,000 for scholarships;*
 - *The renovation of Sanford Hall is underway and will transform the building into a state of the art classroom and laboratory facility and provide top notch facilities for our nursing and business programs;*
 - *Selected as a Military Friendly School by G.I. Jobs magazine.*
- offering unparalleled educational access to a socially, culturally, and economically diverse student population;
 - *Cabinet approved recruitment of a visiting minority scholar program;*
 - *Fall 2011, 72.4% students followed the EOP contract. Spring 2012, 75% followed the contract;*
 - *Delhi's graduation rate for EOP students is highest in the Tech Sector (2006-10 data).*
- delivering academic programs that fully prepare students for transfer and career success;
 - *Selected by U.S. News and World report among the top ten colleges that lead to graduate school.*

- delivering academic and co-curricular programs that embrace experiential learning, build a campus community, and prepare students as productive, socially responsible citizens, who can become leaders and decision makers in their chosen fields;
 - *Formed Service Learning Work Group and will move to implement recommendations in 2012;*
 - *Placed nearly 500 students in internships during previous academic year;*
 - *Established a Delhi student chapter of the National Electrical Contractors Association.*

- offering students expanding options for civic engagement and public service, both on and off campus; promoting myriad opportunities within classrooms, residence halls, and through campus activities for students to realize their personal, professional, and intellectual potential;
 - *Named to the President's Higher Education Community Service Honor Roll for the sixth consecutive year. Students, faculty and staff performed a combined total of 24,600 hours and over 5,300 instances of engagement;*
 - *Common Hour program completed first full year;*
 - *Assessed internships revealing students completed 500 internships and related opportunities in 2010-11.*

- achieving student graduation and retention rates that will exceed the SUNY average for comparable colleges;
 - *Improved data collection regarding graduation and retention was integrated within the program review process;*
 - *Created R.I.S.E program to reach out to students in academic jeopardy, offering them workshops and opportunities to improve scholastically. Implemented as a pilot program in 2010-11, repeated for 2011-12 and expanded to O'Connor Hall in spring 2012;*
 - *Sent early warning letters to the homes of over 100 students to encourage parent involvement in student success;*
 - *Math Center Fall 2011-1,356 visits:31.3% completed course with B or higher; 64.1% completed courses with C or higher; 88.9% completed courses with passing grade;*
 - *In spring 2012, Sent 51 Early Warning notices.77% of students avoided an "F" in courses they received an early warning notice in; 59% students who received notices passed; 18% withdrew from either the course or college; 21% failed the course;*
 - *95% of students who attend EOP, Disabilities, and International Transition programs before college begins, end up attending and completing their first semester of college.*

- ensuring that employers of choice will recruit and hire Delhi graduates for their technical expertise, communication skills and ability to adapt to changing workforce needs;
 - *Placement rates in Nursing, Construction Technology, CADD, Vet Science Technology exceed standards;*
 - *Office of Training and Business Recruitment and the Applied Sciences and Building Technologies Division organized industry consultation for new program in Mechatronics.*

- delivering academic and co-curricular programs that embrace experiential learning, build a campus community, and prepare students as productive, socially responsible citizens, who can become leaders and decision makers in their chosen fields;

- *Provide students with exceptional experiential learning opportunities through a student assistantship in public relations and a web engagement internship offered by College Relations;*
- *Provide internships and assistantships annually for Professional Golf Management, Golf Course Superintendent, Golf Course Operations and Turf Management majors at The College Golf Course;*
- *Accomplished important work on campus through student projects while providing a real world experience. Projects included landscaping, construction of two smoking gazebos, a windmill, a new sidewalk at Thurston Hall, an animal run-in shed at the college farm, bicycle racks and a new Bush Hall bus shelter;*
- *Further streamlined student employment by centralizing requests for positions and funding;*
- *15 of 21 athletic programs qualified and competed in regional post-season play with 11 teams advancing to compete in national tournaments. Two head coaches were recognized with Coach of the Year honors;*
- *238 activities were sponsored by Student Activities throughout the year.*
- *Intramural program activity participation exceeded 1,300 students, a 9% increase over the previous year;*
- *The third year of the SPACE model for Residence Life programming resulted in 418 programs, an overall increase of 44 programs (12%) with average attendance of 16 students;*
- *Three athletic teams were nominated for NJCAA All-Academic honors with a minimum team GPA of 3.0. Five student-athletes were nominated for the NJCAA award for Exemplary Academic Achievement and nine student-athletes were recognized for Academic All-Region honors with a 3.5 or higher GPA;*
- *BSN students completed experiential learning projects as part of capstone course in various acute care and community agencies;*
- *SUNY Delhi is the recipient of the NJCAA Region III Sportsmanship Award for 2011-12;*
- *Major residential renovations totaling \$3.5 million dollars are occurring over the summer in Russell, Gerry and O'Connor Halls.*

Achieving Academic Excellence by:

- supporting a culture of assessment designed for the continuous improvement of both teaching and learning;
 - *Implemented various assessment recommendations of the Middle States self-study;*
 - *Completed adoption of student learning outcomes for all programs;*
 - *Assessment Committee adopted rubric for evaluating program reviews;*
 - *Completed over 10 program reviews with more extensive use of data pertaining to retention, graduation, and placement;*
 - *Supported semi-annual workshops focused on improving teaching and learning based on best campus practices;*
 - *Most programs adopted curriculum maps that link outcomes to specific courses;*
 - *Created and filled position of coordinator of assessment and institutional effectiveness;*
 - *Completed revised general education assessments in English, arts, science, math and history;*
 - *A new campus wide work group on Student Success reviewed recent research, analyzed campus data and trends, set new goals, instituted initiatives and strengthened current practices to increase student success, retention, and graduation rates;*

- *New initiatives implemented for the fall 2012 semester include a pilot peer supplemental instruction program, a pilot peer advisor program, the addition of five Freshmen Seminar sections for business students, and a focus on institutionalizing service learning;*
 - *Revised General Education assessment to place greater emphasis on closing the loop activities;*
 - *Revised General Education to place greater emphasis on GE 10- Basic Communication;*
 - *Revised curriculum and faculty annual report forms to place greater emphasis on learning outcomes and assessment activities;*
 - *U.S. News and World report ranked Delhi among the Best regional Colleges in the North and top 50 college in the nation for online baccalaureate degree education;*
 - *Revised Statistics course to reduce class size and credit hours based on assessment.*
- continuously advancing the quality of instruction by attracting and retaining outstanding faculty and academic staff who effectively impart and apply an expanding range of knowledge and skills;
 - *Hired eight additional faculty with terminal degrees for the 2012-2013 academic year, added instructional design position;*
 - *Added a position within Architectural Technology to advance teaching and recruitment within the program.*
- developing new and unique degree options based upon current program strengths that meet the needs of New York's economy;
 - *Began delivering Culinary Arts courses at Suffolk County Community College;*
 - *Received approval for Integrated Energy Systems degree program to begin in fall 2012;*
 - *Submitted Letter of Intent for Nursing master's degree;*
 - *Proposed Hospitality BBA at Nassau County Community College.*
- recognizing the teaching, advisement, and scholarly accomplishments of the faculty and staff and promoting their continued development;
 - *Awarded 30 professional development grants;*
 - *Two faculty members received chancellor's awards;*
 - *At least three faculty members published or signed contracts for books;*
 - *Six faculty members gave presentations at major conferences;*
 - *Sponsored best practices in teaching workshops at the conclusion of each semester.*
- meeting or exceeding the standards of external accrediting agencies, both campus-wide and in selected programs;
 - *Received reaccreditation in: associate degree Nursing program, Veterinary Science Technology program and Construction Technology program;*
 - *Completed detailed assessment report required for sustaining ACCE accreditation in Construction Technology;*
 - *Gained IREC reaccreditation for photovoltaic offerings, with commendation for the assessment component.*
- increasing the presence of international students on the Delhi campus and expanding opportunities for Delhi students to study and travel abroad;

- *Hosted student from IBSU in Republic of Georgia and a Delhi faculty member visited and taught in Georgia;*
 - *College registered first SUNY Study Abroad program for Vets in the Wild program in South Africa. Additional Study Abroad programs being considered in Nursing and Architecture;*
 - *CIS facilitated a SUNY COIL Center collaborative course between a Delhi class and the European Humanities University in Belarus/Lithuania. The course included two weeks of live guest instructor lectures from EHU via Skype, two weeks of online asynchronous discussion in the EHU's Moodle site, and two weeks of guest instructor lecture from Delhi;*
 - *Nursing students traveled to the Dominican Republic to participate in health mission and provide surgical care to natives.*
- identifying and implementing opportunities to build a global perspective into the curriculum, in order to promote an appreciation for the dignity of all people and develop skills to work in a diverse and rapidly changing world;
 - *The college gained approval for its first SUNY sanctioned study abroad program;*
 - *Added African History course to baccalaureate curriculum.*

Sustaining Educational Innovation by:

- delivering programs that overcome geographic barriers and provide students maximum flexibility in pursuing their degrees, through technology and inter-campus collaboration;
 - *Introduced portfolio assessment option in the Hospitality program on pilot basis;*
 - *Added articulation agreements in liberal arts, nursing (BSN) and criminal justice;*
 - *Expanded the use of such classroom technologies as LiveScribe, Smart Pen, SmartBoards and clicker technology;*
 - *Added instructional design position;*
 - *Enrolled over 700 students in 2012 summer classes, mainly in an online setting;*
 - *Plagiarism detection capabilities were built into Vancko Hall using Turnitin. Instructors have the option of using this software to compare student work to a national database to detect instances of plagiarism.*
- encouraging students to assume a greater role in their academic success by creating an attractive, convenient library and learning center;
 - *Resnick Learning Center added online tutoring options in conjunction with other SUNY colleges;*
 - *Resnick Library received a grant from the Instructional Innovation Technology program administered by the SUNY Provost's office. The project, administered by the libraries, will investigate the use of e-textbooks used in common courses across three SUNY schools.*
- offering a select group of state-of-the-art online programs for working professionals;
 - *BSN enrollment continues to grow and will reach 567 plus seven provisional students for fall 2012;*

- *Numerous courses for off-site programs are moving to online delivery for the convenience of students.*
- capitalizing on programs of unique strength by delivering a seamless progression of degrees from the certificate through the baccalaureate and graduate level;
 - *Submitted Letter of Intent for a Master of Science in Nursing Program;*
 - *Drafted revision of academic program proposal to add Athletic and Sports Facilities management option within golf management.*

Building Strategic Partnerships by:

- assisting with local and state economic development efforts by forging stronger extensive ties with the private and non-profit sectors;
 - *The Subsurface Irrigation and Disposal project, a Center for Excellence in WATER initiative designed to meet the economic development needs of the area's two largest industrial employees, received tentative approval for \$1 million in funding from state and federal sources. The project will create 70 new jobs and \$40 million in capital investments by private industry;*
 - *DelARC's Carousel Children's services program for developmentally disabled pre-schoolers will be integrated into the child care center;*
 - *OCCE worked closely with area villages adversely affected by the early fall floods and continued to work with community partners;*
 - *University Police collaborated with the Criminal Justice Program and the Delhi Village Police to sponsor an "Active Shooter" training drill on campus in April.*
- providing responsive, customized training that meets the needs of local employers;
 - *Sponsored Mechatronics curriculum development program in conjunction with several local firms; will deliver mechatronics training to Wolf-Tec in Kingston in fall 2012;*
 - *Hospitality faculty provided personnel/HR training to the staff at the Otesaga;*
 - *Office of Training & Business Recruitment provided 46 classes to 643 participants for 17,076 training hours.*
- encouraging the development and expansion of service learning opportunities;
 - *Service Learning Work Group will begin outreach to faculty in fall 2012; Service-learning was performed at ten different locations with over 150 students completing almost 3,200 hours of service-learning in the local community.*
- seeking effective ways to engage and inform alumni in order to better fulfill SUNY Delhi's mission;
 - *A web site celebrating Delhi's 100th birthday was launched in January. The site features events, traditions, a history timeline, photos from the college archives, and a reminiscence wall, all designed to increase alumni engagement;*

- *A survey of alumni was used to assess the effectiveness to date of the five-year Alumni Engagement Plan. Results showed that the plan's strategies have been successful in reaching the target audience of alumni 40-to-65-year old;*
- *HR provided support for the formation of a SUNY Delhi retiree organization to strengthen the connection between the College and its retirees and provide greater opportunities for retiree engagement;*
- *CIS and HR are working together to launch the online time and attendance system for faculty and staff which utilizes the SUNY Portal.*

Promoting Environmental Stewardship by:

- enhancing the physical beauty of the campus and neighboring properties;
 - *The Beautification Committee worked with College Advancement to offer centennial trees for sale. This initiative will both beautify the campus and raise money for student scholarships;*
 - *Our first annual spring clean-up day attracted about 35 students, faculty and staff who worked together to ensure the campus looked its best for commencement;*
 - *The year begins with a new, dramatic, exciting piece of artwork "Cielo" installed in the Farrell Loft designed by artist Brian Schmitt and a beautiful sculpture entitled "Reunited" which is being donated by Gary and Lynda Preiser;*
 - *Painting and summer cleaning at Riverview was accomplished by facilities staff/student crews, saving money for the College Foundation and providing additional student employment opportunities.*
- promoting the Catskill Watershed as a resource that can help spur sustainable economic growth;
 - *Subsurface irrigation project is nearing implementation.*
- improving the college's role in preserving and protecting the Catskill ecosystem;
- expanding campus and community energy conservation efforts;
 - *Based on the recommendations of our energy manager, changes were made in Heating Plant operational procedures. In combination with the warmer weather, fuel use was reduced by more than 50,000 gallons (\$180,000) through March 31, 2012;*
 - *Appointment of an energy manager allowed for closer monitoring of our electrical usage and improved energy management decisions. As a result, the campus has used 449,825 less kWh from July – April than the same period the previous year. During the same period, the campus also reduced its KW demand by approximately 6% decrease. The combination of these factors has led to a savings in electrical energy cost of approximately \$76,330.*
- reducing the campus carbon footprint by applying alternative energy options wherever practical;
 - *Installed wind turbine adjacent photovoltaic array funded through a NYSERDA grant; Photovoltaic program gained IREC accreditation.*

- sustaining an ambitious program of waste reduction and recycling that serves as a model in higher education;
 - *HR is helping to lead the way toward a paperless campus. Most HR forms are now fillable and available online;*
 - *Nearly all lab manuals in the sciences have been moved online.*
- identifying academic programs that can be strengthened by drawing on Delhi's unique location;
 - *Installed photovoltaic array and wind turbine that both support academic programs and provide some electricity to a campus building;*
 - *Facilities supported the installation of a solar array at the Electrical Technologies Center which will provide state-of-the-art technology for teaching and learning.*

Accomplishing Service Excellence and Operational Efficiencies by:

- improving the quality, convenience, and delivery of academic, administrative and support services through a focus on student needs and the use of technology;
 - *Obtained and deployed "Meet Me" telephone technology for distance conferencing;*
 - *CIS staff is working with the science faculty regarding a donor gift which will allow integration of presentation technology into one of the science labs. This will hopefully become a model going forward. A large format printer that can be used throughout the sciences and other divisions would be part of the donor gift as well;*
 - *Windows 7 operating system has been installed in all academic computer labs, the writing center, and on many more faculty and staff computers;*
 - *Avimark, industry standard veterinary software, has been deployed on computers in Farnsworth Hall for student/lab use. CIS is working with Career Services on new e-recruiting system;*
 - *Online instructor certification course has been updated and is now in use;*
 - *CIS is working on implementation of a data entry screen in Banner to more accurately capture student traffic in the Learning Center;*
 - *Doubled internet bandwidth available to students, with most availability in the residence halls;*
 - *Plans in place to more than double the available internet bandwidth again in the next few months;*
 - *A new procedure for distributing and archiving course syllabi was implemented. All students, faculty, and staff have access to a centralized system within Vancko hall to view and distribute these documents.*
- ensuring Delhi's stature as a student-centered college in which all individuals are respected, valued and encouraged to excel;
- implementing the digital delivery of service in admissions, financial aid, recruitment, advising, career services and registration;
 - *Added online tutoring in conjunction with three other SUNY colleges;*

- *Five additional classrooms have been upgraded to digital projection.*
- enhancing campus facilities, resources and technology to better meet the needs of students, faculty and staff;
 - *Adjusted schedule to allow for closure and renovation of Sanford Hall;*
 - *Improved process for posting uniform course syllabi;*
 - *Capital construction staff is working closely with staff at the State University Construction Fund to develop our 2013-2018 capital plan request. The plan integrates the Facilities Master Plan with academic and strategic planning to ensure that facilities provide for the teaching, learning and student life needs of the campus;*
 - *DC4 moved to the brand new state-of-the art child care center in April.*
 - *Facilities and CIS staff are working on surge areas that will be used as teaching locations during the Sanford renovation;*
 - *A joint webmaster position, created as part of the shared services initiative with SUNY Cobleskill, has allowed the colleges to secure affordable web leadership with exceptional skills;*
 - *Major construction projects completed included: New Child Care Center, Russell Hall bathrooms, phase IV; Russell Hall exterior improvements, phase I; Murphy and O'Connor laundry rooms; paving of roads and parking lots and replacement of selected sidewalks; door replacement and division of rooms in Russell Hall, construction of the new student financial services suite; repairs to tennis courts, Clark Field House roadway, water mains, sanitary lines and the golf course water supply and refinishing gym and animal room floors;*
- Implementing the digital delivery of service in admissions, financial aid, recruitment, advising, career services and registration;
 - *Admissions Counselors are using web-based tools that allow for faster, personalized responses to student inquiries;*
 - *Programming was developed that allows for direct import of inquiry data into Banner, dramatically reducing response time to prospects and freeing staff time to focus on additional priorities;*
 - *A comprehensive new employee orientation program was facilitated by HR. Additional sessions geared for new faculty and academic staff included “classroom expectations” and “crash courses” in classroom technology and Moodle. More than 100 staff development workshops were offered during the year, led by our faculty and staff at no cost to the campus;*
 - *GoPrint was installed to provide managed student printing. Students now pay for prints via a declining balance. This should significantly reduce waste and help control costs;*
 - *Delhi’s Banner system was connected to SCCC’s Banner to allow for greater ease in evaluation of transfer credits;*
 - *CIS and Facilities are working with Verizon Wireless to bring a 4G cell tower to our campus. This will bring a next generation wireless infrastructure to the College and the community, and will also generate some revenue;*
 - *CIS is working with SUNY Cobleskill on an inter-campus data link for Internet and failover connections;*
 - *HR has developed a customer satisfaction survey that will be launched this fall, a new employee orientation survey and an exit interview survey;*

- *Human Resources rolled out a new leadership development program for the campus. Topics include: supervisory basics, HR essentials, management development, dealing with people, budget and purchasing, assessment and managing people;*
- *CIS is working with Health Services & Business and Finance to deploy new health management automation and tracking system (MEDICAT). This is being implemented with SUNY Cobleskill and SUNY Oneonta;*
- *HR launched a new online MC evaluation process being used for both Cobleskill and Delhi;*
- *Hundreds of faculty and staff have completed our new Workplace Violence Prevention and Sexual Harassment Prevention Training online.*

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