

## Priority 1: Student Recruitment, Enrollment, and Persistence

- Graduate enrollment
- First-year retention overall and gaps in retention of underrepresented and male students
- Close gaps in degree completion
- Increase summer/winter session enrollment and extended learning initiatives

## Priority 2: Student Learning and Effective Teaching

- Improve student achievement in written and oral communication
- Support teaching effectiveness
- Expand cultural competency and integration of diversity in teaching
- Establish and articulate student learning outcomes for all programs and courses
- Increase quality of online education

## Priority 3: Focus on Faculty: Success, Diversity, and Engagement

- Recruitment of diverse faculty
- Increase faculty retention
- Increase percent of faculty presenting, publishing, and exhibiting

## Priority 4: Academic Program Development and Review

- Graduate program development
- Review of minors for quality and sustainability
- Increase opportunities for degree completion versus completing elsewhere
- Expand diversity in major curriculum
- Review GE 11 goals and student learning outcomes

## Priority 5: Expand Access to Data and Evidence-Based Decision-Making

- Provide dashboard data to all academic departments for enrollment, persistence, course data and faculty workload
- Expand use of analytics and use of reporting tools
- Establish plans for all administrative offices
- Expand data/evidence in resource allocation requests

## Priority 6: Align facilities with the Academic Programs Delivery

- Increase quality of academic instructional space
- Address high needs areas related to enrollment and facilities masterplan
- Determine plan for underutilized spaces
- Provide faculty members with quality office space

## Primary Initiatives

The President's Cabinet has allocated funding to the Institutional Planning and Assessment Committee. We are presenting four initiatives that would support both division and college objectives:

1. Institute for Teaching Effectiveness: waiting for funding announcement from SUNY Performance Improvement Fund
2. Writing Center
3. New Graduate Programs
4. Starfish

## Aligning Objectives: How do Academic Affairs priorities relate to campus priorities?

Campus Priorities	Academic Affairs Priorities					
	1. Student recruitment, enrollment and persistence	2. Student learning and effective teaching	3. Focus on faculty success, diversity, and engagement	4. Academic program development	5. Data utilization	6. Facilities aligned with academic programs
1. Enhance assessment of student learning	✓	✓	✓	✓	✓	✓
2. Student achievement in written and oral communication		✓	✓	✓		
3. Student persistence and degree completion	✓	✓	✓		✓	✓
4. Faculty engagement			✓	✓		✓
5. Courses taught by FT faculty		✓				
6. Applied learning opportunities						
7. Community focus on inclusion, well-being, civility and accountability			✓			
8. Campus efforts to reduce student debt	✓				✓	
9. Increase non-tuition revenue					✓	
10. Quality spaces for academic programs and student experience	✓					✓
11. Increase environmental sustainability						✓