

APPENDIX

Institutional Self-Study Report to the Commission on Higher Education Middle States Association of Colleges and Schools

Prepared by

**The State University of New York
College at Cortland**

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Appendix A

Summary of College Projects and Studies, 1996 - 2001

Date	General Topic of Interest	Gathering Agent (* indicates outside agent)	Constituents Involved	Results
1996	Enrollment management strategies	USA Group Noel-Levitz*	Faculty, students, staff, administrators	<u>Executive Summary - Enrollment Management Program Analysis</u> , Dec. 1996
1995-96	Facilities planning	SUNY Cortland Master Plan Advisory Committee	Faculty, students, staff, administrators	<u>Master Plan Update</u> , Dec. 1996
1996-97	Long range planning	Faculty and staff	Faculty, staff, administrators, students	<u>1996 Long Range Plan</u> , May 1997
1996-97	Assessment	American Productivity and Quality Center*	Faculty, staff, and administrators	<u>Final Report - Measuring Institutional Performance Outcomes</u> , Nov. 1997
1997	College's public image to prospective students	George Dehne & Associates*	Inquiring, enrolling, and non-enrolling students	<u>Report and Recommendations Based on Inquirer and Admitted Student Surveys</u> , Oct. 1997
1997	Student perceptions of campus	SUNY System Administration*	Students	<u>1997 SUNY Student Opinion Survey Institutional Summary Report</u> , Nov. 1997
1997-98	Assessment	American Productivity and Quality Center*	Faculty, staff, and administrators	<u>Final Report - Assessing Learning Outcomes</u> , June 1998
1998	Advisement	ACT Survey of Academic Advising*	Students	<u>Summary Report - ACT Survey of Academic Advising</u> , Summer 1998
1998	Physical plant effectiveness	Melnick, Baird, Williams & Fisher, Inc.*	Faculty, staff, administrators, plant workers	<u>SUNY Cortland Physical Plant Effectiveness Audit</u> , Aug. 1998
1998	Feasibility of capital campaign	Barnes & Roche*	Faculty, staff, administrators, students	<u>Keeping the Dream Alive: The Campaign for SUNY Cortland</u> , Oct. 1998
1998-99	Long range planning	Faculty and staff	Faculty, staff, students	<u>1998-99 Long Range Plan</u> , Jan. 2000
1998-2000	Mission review	Campus and System Administration*	Faculty, staff, administrators	<u>Memorandum of Understanding with System Administration</u> , Dec. 2000
1999	Alumni perceptions of campus	SUNY System Administration*	Alumni	<u>1999 SUNY Alumni Outcomes Survey Institutional Summary Report</u> , July 1999
2000	Student perceptions of campus	SUNY System Administration*	Students	<u>2000 SUNY Student Opinion Survey Institutional Summary Report</u> , Oct. 2000
2000	Study of prospective adult learners	College Board Adult Learning Services*	Prospective adult learners from across region	<u>Policy Recommendations for Educating Adults</u> , Aug. 2000
2001	Campus' gender climate	Committee on the Status and Education of Women	Faculty and staff	<u>SUNY Cortland's "Gender Climate": Survey 2000-01</u> , Nov. 2001

Appendix B

College Mission Statement

Making a Difference: Educating for the Common Good

State University of New York College at Cortland is one of thirteen four-year colleges in the SUNY system. We share important academic goals with our sister institutions and are especially proud of our distinctive strengths, strong majors, and a history of more than 125 years of teacher education. Today, SUNY Cortland is a comprehensive college of arts and sciences offering undergraduate and graduate programs in the liberal arts and a variety of professional fields. We are committed to excellence in teaching, scholarship, research and service to the community. Quality teaching has been the highest priority since our founding in 1868. We are committed to a comprehensive curriculum, building on our traditional strengths in teacher education and physical education and enhancing our high quality programs in the arts, humanities and sciences.

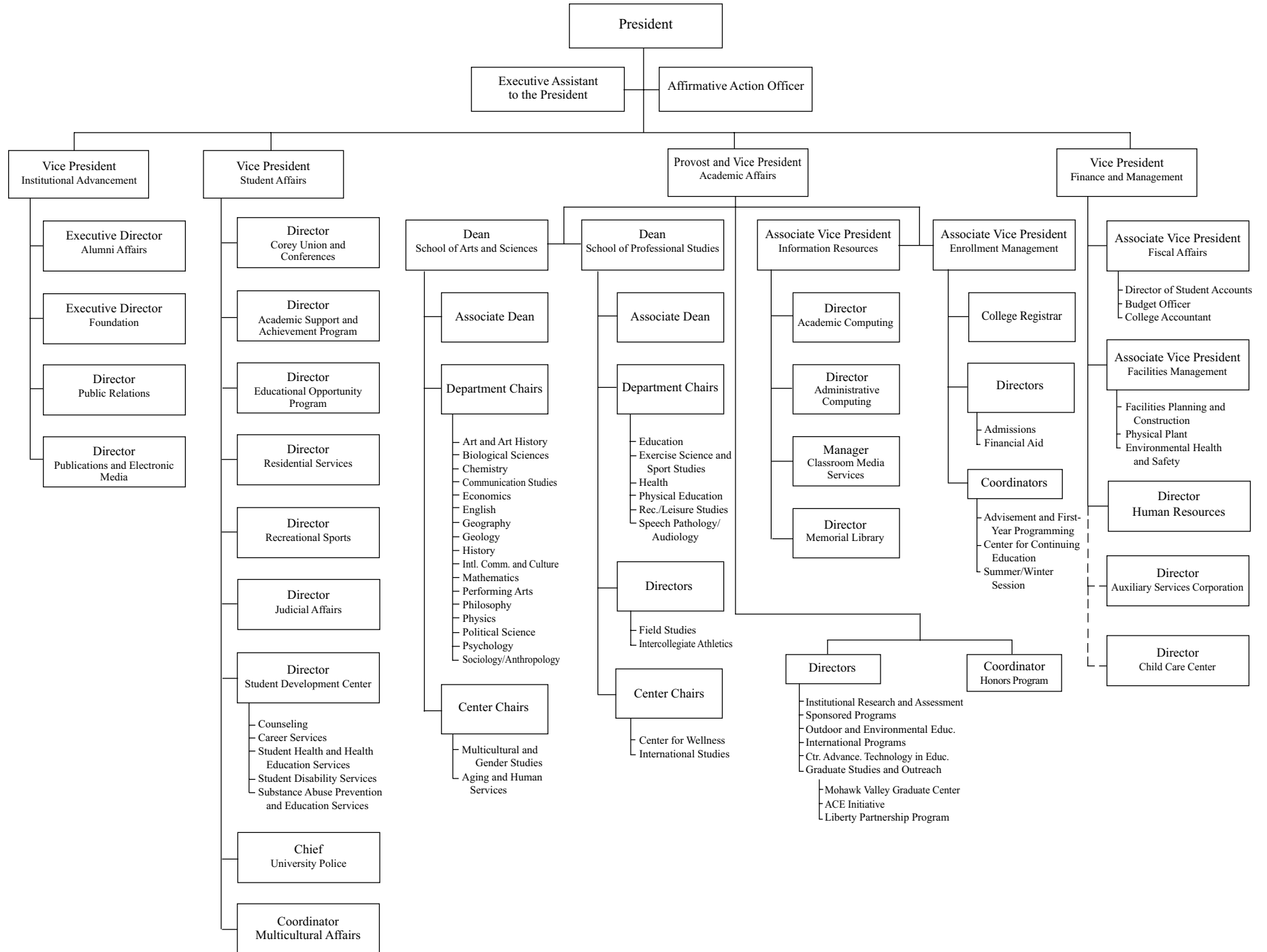
Our students gain skills, knowledge and conceptual understanding in their discipline; furthermore, they grow intellectually and acquire fundamental life skills and values. Among these are a desire to learn, an ability to think critically, an awareness of the excitement of discovery, an appreciation of diversity, and a respect for physical and emotional well-being. Our students are immersed in a broad-based general education program, develop oral and written communication skills and acquire an aesthetic sensibility. All students have opportunities to develop and utilize technology in their studies while also assessing the impact of technology on individuals and society.

SUNY Cortland fosters personal excellence and seeks to develop students who are independent learners living enriched lives. Additionally, we focus on helping students become good citizens with a strong social conscience and an appreciation of the environment and diverse intellectual and cultural heritages. We strive to instill within students a sense of responsibility, an eagerness to make a difference in their community and an awareness of the important positive role they must play in an increasingly global society. The SUNY Cortland faculty, staff and administration, together with dedicated alumni, all work toward preparing our graduates to make a difference in the lives of others.

Appendix C

SUNY Cortland Organizational Chart

SUNY CORTLAND ORGANIZATIONAL CHART



Appendix D

Undergraduate Enrollment in Arts and Sciences Programs, 1996 - 2001

Non-Teacher Certification Programs	2001	2000	1999	1998	1997	1996
African American Studies	3	0	2	0	0	0
Anthropology	20	24	24	20	20	23
Art and Art History	54	39	44	47	50	45
Biology	113	117	117	140	135	170
Business Economics	167	168	165	163	152	125
Chemistry and Chemistry Geology	10	5	4	8	12	14
Cinema Study	2	6	8	9	10	8
Communication Studies	218	226	224	216	189	178
Economics	23	14	26	24	33	28
English	48	37	33	40	53	51
Environmental Studies	3	0	2	14	15	14
French	2	1	5	5	7	3
Geography	13	15	12	10	4	8
Geology	13	21	9	10	15	15
History	52	51	48	45	50	42
Human Services Studies	23	9	5	7	N/A	N/A
Individualized Degree	3	6	4	5	4	2
International Studies	16	16	16	12	14	19
Mathematics	10	14	19	22	25	23
Musical Theater	10	1	N/A	N/A	N/A	N/A
Philosophy and Social Philosophy	9	5	2	7	3	4
Physics	6	8	7	5	5	9
Physics/Chemistry - Engineering	1	1	11	18	12	7
Physics & Engineering	6	5	0	0	0	0
Political Science	81	82	76	75	81	95
Psychology	260	271	268	246	220	256
Sociology	133	163	182	195	200	198
Spanish	12	7	12	8	11	16
Non-Teacher Certification Sub-Total	1311	1312	1325	1354	1325	1364
Teacher Certification Programs						
Biology & General Science - 7-12	42	41	46	44	55	46
Chemistry & General Science - 7-12	3	5	4	5	4	8
Earth Science & Gen. Science - 7-12	14	13	17	15	8	6
English - 7-12	105	82	94	77	76	74
French - 7-12	7	9	8	8	7	7
Mathematics - 7-12	68	55	66	57	56	62
Physics & General Science - 7-12	3	2	4	2	2	1
Physics & Math - 7-12	8	6	12	15	10	7
Social Studies - 7-12	175	96	127	152	165	154
Spanish - 7-12	25	19	19	29	22	17
Teacher Certification Sub-Total	450	328	397	404	405	382
Total Enrollment	1761	1728	1722	1758	1730	1746

Note. Total enrollment figure for 2000 includes 88 students wait-listed for Adolescence Education programs. This figure for 2001 includes 195 students wait-listed for these programs.

Appendix E

Graduate Enrollment in Arts and Sciences Programs, 1996 – 2001

Non-Teacher Certification Programs	2001	2000	1999	1998	1997	1996
English	10	9	8	7	4	6
History	14	18	11	13	7	8
Non-Teacher Certification Sub-Total	24	27	19	20	11	14
Teacher Certification Programs						
Biology & Gen. Science - MSE	8	11	11	8	3	7
Biology & Gen. Science - MAT	44	26	22	19	24	21
Chemistry & Gen. Science - MSE	4	2	2	0	0	0
Chemistry & Gen. Science - MAT	2	4	6	5	2	5
Earth Science & Gen. Science - MSE	3	2	4	5	4	3
Earth Science & Gen. Science - MAT	6	6	0	4	3	5
English - MAT	28	25	19	14	16	21
English - MSE	6	1	3	6	6	5
French - MSE	3	2	6	2	4	5
Mathematics - MSE	7	7	5	9	7	8
Mathematics - MAT	3	2	2	2	1	2
Physics & Gen. Science - MSE	2	3	2	0	2	3
Physics & Gen. Science - MAT	2	1	1	0	2	4
Physics & Mathematics - MSE	0	0	0	0	0	0
Social Studies - MSE	30	15	32	20	10	24
Spanish - MSED	1	0	1	0	0	0
Teacher Certification Sub-Total	149	107	116	94	84	113
Total Enrollment	173	134	135	114	95	127

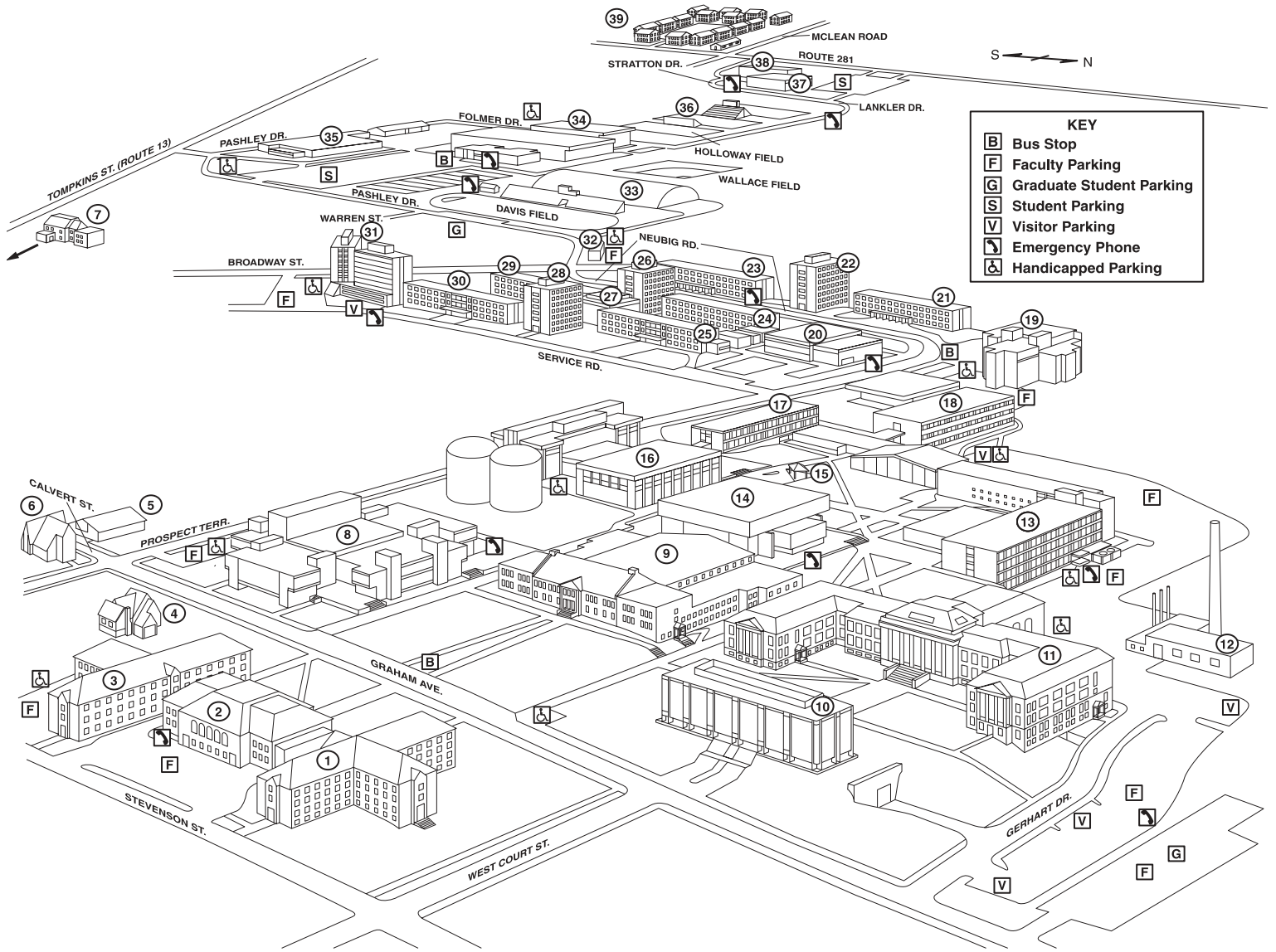
Appendix F

All Funds Budget Summary

	A Position PS:R	B Add't Comp	C Instr Temp Service	D Non-Instr Temp Service	E Total Pers Svc	F S & E	G Contr	H Util	I Savings	J Equip	K Library Acq	L Total	OTPS % of Total	
													(F+G+J+K) L-H	
State Operations														
96-97	21,622,217	325,100	1,915,579	579,695	24,442,591	814,020	1,373,289	2,619,600	(152,200)	116,000	433,400	29,646,700	10.1%	2,736,709
97-98	22,856,288	330,700	2,180,779	635,925	26,003,692	398,010	1,619,480	3,158,500	(152,200)	251,100	460,100	31,738,682	9.5%	2,728,690
98-99	22,356,930	330,700	2,180,779	635,925	25,504,334	383,210	1,490,256	3,158,500	(152,200)	265,900	460,100	31,110,100	9.3%	2,599,466
99-00	23,966,225	320,700	2,101,604	672,985	27,061,514	439,134	1,504,490	3,153,500	(152,200)	263,162	460,100	32,729,700	9.0%	2,666,886
00-01	25,596,764	320,700	2,253,346	762,813	28,933,623	621,163	1,670,853	3,133,500	(152,200)	365,116	460,100	35,032,155	9.8%	3,117,232
IFR														
96-97	General	897,450		83,100	385,300	1,365,850	1,276,700	2,310,500			102,700	5,055,750		
	Sutra	605,400		545,200	35,500	1,186,100	15,000	524,100				1,725,200		
	Total IFR	1,502,850	-	628,300	420,800	2,551,950	1,291,700	2,834,600	-	-	102,700	6,780,950	62.4%	4,229,000
97-98	General	945,450		23,100	409,500	1,378,050	1,030,500	2,596,350			102,700	5,107,600		
	Sutra	746,100		561,600	36,600	1,344,300	47,700	1,066,200				2,458,200		
	Total IFR	1,691,550	-	584,700	446,100	2,722,350	1,078,200	3,662,550	-	-	102,700	7,565,800	64.0%	4,843,450
98-99	General	1,164,739			457,510	1,622,249	2,489,072	2,130,628			139,951	6,381,900		
	Sutra	795,200		561,600	36,600	1,393,400	49,120	1,269,380				2,711,900		
	Total IFR	1,959,939	-	561,600	494,110	3,015,649	2,538,192	3,400,008	-	-	139,951	9,093,800	66.8%	6,078,151
99-00	General	1,260,902			712,809	1,973,711	1,732,556	1,141,103			394,430	5,241,800		
	Sutra	868,648		549,615		1,418,263	1,407,880					2,826,143		
	Total IFR	2,129,550	-	549,615	712,809	3,391,974	3,140,436	1,141,103	-	-	394,430	8,067,943	58.0%	4,675,969
00-01	General	1,449,231			633,200	2,082,431	2,864,870	1,733,550			448,300	7,129,151		
	Sutra	960,300			551,000	1,511,300	1,811,000	18,000				3,340,300		
	Total IFR	2,409,531	-	-	1,184,200	3,593,731	4,675,870	1,751,550	-	-	448,300	10,469,451	65.7%	6,875,720
Current Restricted Funds														
96-97							1,691					1,691		
97-98							2,022					2,022		
98-99							7,319					7,319		
99-00							8,700					8,700		
00-01							8,400					8,400		
Total All Funds														
96-97	23,125,067	325,100	2,543,879	1,000,495	26,994,541	2,105,720	4,209,580	2,619,600	(152,200)	218,700	433,400	36,429,341	20.6%	
97-98	24,547,838	330,700	2,765,479	1,082,025	28,726,042	1,476,210	5,284,052	3,158,500	(152,200)	353,800	460,100	39,306,504	21.0%	
98-99	24,316,869	330,700	2,742,379	1,130,035	28,519,983	2,921,402	4,897,583	3,158,500	(152,200)	405,851	460,100	40,211,219	23.4%	
99-00	26,095,775	320,700	2,651,219	1,385,794	30,453,488	3,579,570	2,654,293	3,153,500	(152,200)	657,592	460,100	40,806,343	19.5%	
00-01	28,006,295	320,700	2,253,346	1,947,013	32,527,354	5,297,033	3,430,803	3,133,500	(152,200)	813,416	460,100	45,510,006	23.6%	

Appendix G

SUNY Cortland Campus Map



State University of New York College at Cortland

- | | | | |
|-----------------------------|---|-----------------------|-------------------------------|
| 1. Cheney Hall | 12. Heating Plant | 23. Randall Hall | 35. Studio West |
| 2. Brockway Hall | 13. Bowers Hall | 24. Bishop Hall | 36. Stadium Complex |
| 3. DeGroat Hall | 14. Sperry Learning
Resources Center | 25. Shea Hall | 37. Service Group |
| 4. President's Home | 15. Newmark Pavilion | 26. Alger Hall | 38. Commissary |
| 5. Newman Hall | 16. Memorial Library | 27. Winchell Hall | 39. West Campus
Apartments |
| 6. Interfaith Center | 17. Cornish Hall | 28. Higgins Hall | |
| 7. McDonald Building | 18. Van Hoesen Hall | 29. Hayes Hall | |
| 8. Dowd Fine Arts
Center | 19. Corey Union | 30. Hendrick Hall | |
| 9. Moffett Center | 20. Neubig Hall | 31. Casey/Smith Tower | |
| 10. Miller Building | 21. Fitzgerald Hall | 32. Whitaker Hall | |
| 11. Old Main | 22. Clark Hall | 33. Lusk Field House | |
| | | 34. Park Center | |

Appendix H

College's Long Range Planning Goals, 1996 - 2002

1996 Planning Round

1. Develop and implement a strategic enrollment plan.
2. Advance general education by the: a) assessment of the General Education Program; b) clarification of the goals and objectives of each of the categories of the revised program; and, c) implementation of the Writing Portfolio Assessment Project into each of the categories.
3. Expand the definition and scope of student learning, on and off campus, to include out-of-classroom experiences with academic, credit-bearing courses, seminars, and independent study experiences, and to include an understanding among students of the importance of a healthy lifestyle and of the broad concept of wellness.
4. Assess the role of part-time faculty in the education of students and in the life of the College.
5. Continue to explore the issues of first year students and the life of the College.
6. Improve advisement through: a) greater equity of advisement loads across departments; b) coordination of advisement services at all levels of the College; and, c) application of existing recognition/rewards system for good advisement.
7. Complete the necessary infrastructure required to provide campus-wide access to information resources.
8. Increase student and faculty/staff participation in intellectual and cultural opportunities on the campus and in the community at large.
9. Complete by Fall 1997 a Campus Master Plan which, flowing from the academic mission of the College, will guide the future application of resources for physical facilities.
10. Foster appreciation of human diversity and the development of a multicultural campus that provides a rich and hospitable environment with strong community values.
11. Develop a long range program for the promotion and marketing of SUNY Cortland as a quality institution with a national reputation for excellence.
12. Implement College's Development Long Range Plan.

1998-99 Planning Round

1. Provide curricular programs that meet societal needs.
2. Develop and implement a long-range recruitment and retention plan for students and faculty.
3. Implement the college-wide assessment plan.
4. Launch a public awareness campaign--establishing a positive identity for SUNY Cortland.
5. Work toward increased fiscal stability.
6. Improve internal communications.
7. Provide technological tools and training to students, faculty, and staff to enhance the education experience at Cortland, increase technological competence, and improve the efficiency of campus operations.
8. Provide learning, programming, and social opportunities leading to improved understanding of diversity and its implications.
9. Improve and expand outreach and partnerships.
10. Provide international experiences for students and encourage global awareness.
11. Implement long-range maintenance, rehabilitation, and replacement of physical facilities, following the guide of the Master Plan.
12. Increase student, faculty, and staff participation in intellectual and cultural events.

College's Long Range Planning Goals, 1996 – 2002 (cont.)

2000-02 Planning Round

1. Provide curricular programs that attract new students and meet societal needs.
2. Implement the college-wide assessment plan.
3. Infuse technology across the College, for both instructional and non-instructional applications.
4. Develop a plan for accommodating enrollment growth.
5. Increase the ethnic minority student and faculty populations and provide opportunities leading to an improved understanding of diversity.
6. Provide a program to attract and retain both undergraduate and graduate adult learners, with focus on academic programming as well as appropriate support services.
7. Enhance and support instructional innovation across the College.
8. Expand the College's financial resource base and ensure fiscal stability.

Appendix I

Sample Long Range Planning Action Planning Sheet

LONG RANGE/STRATEGIC PLANNING GUIDE

PRIORITY GOAL:

SUB-GOAL	ACTION REQUIRED	INDICATOR OF SUCCESS	TARGET COMPLETION DATE	RESOURCES NEEDED	PERSON RESPONSIBLE

Appendix J

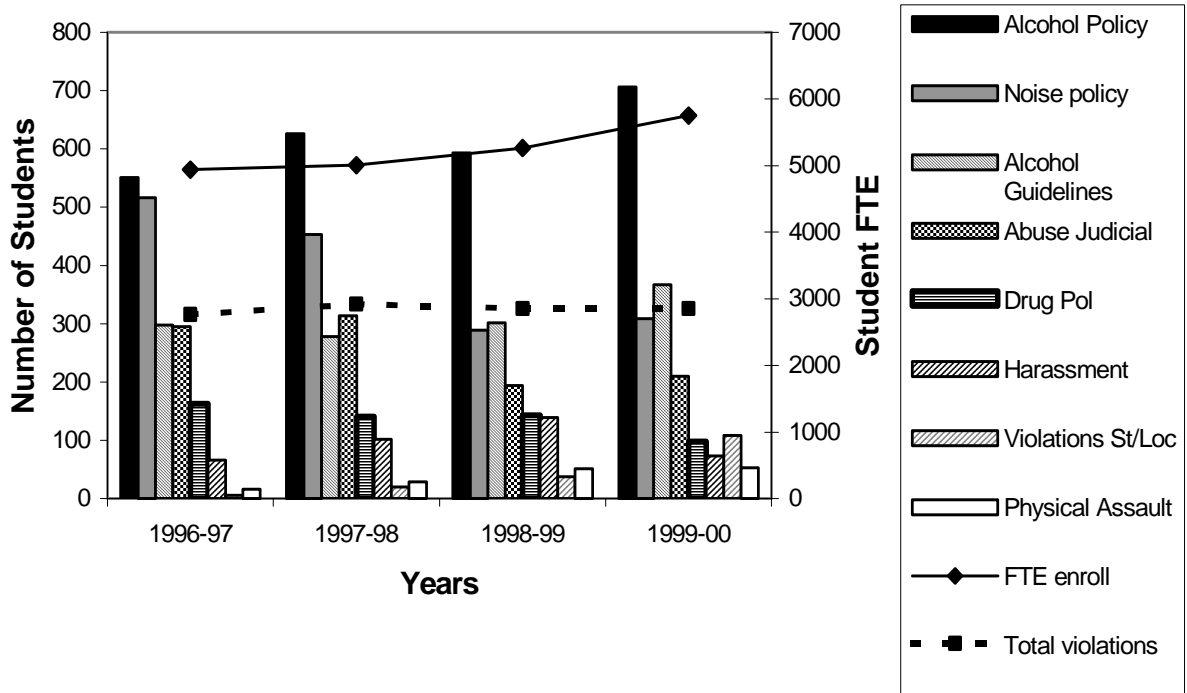
SUNY Cortland College Student Inventory Scores, 1997 – 2000

	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>
Dropout Proneness	48.2	46.0	44.1	56.6
Predicted Academic Difficulty	56.1	54.9	54.2	64.4
Educational Stress	51.8	50.1	49.5	55.2
Receptivity to Institutional Help	46.2	43.5	41.7	40.7
Study Habits	48.7	49.8	51.9	46.5
Intellectual Interests	34.2	34.9	33.2	33.9
Desire to Finish College	46.5	47.9	49.0	46.6
Attitude Towards Educators	41.1	38.0	39.9	44.5
Self-Reliance	48.1	48.2	48.4	N/A
Sociability	59.3	58.9	61.3	58.9
Leadership	53.7	54.4	55.2	N/A
Ease of Transition	47.1	49.4	49.6	N/A
Family Emotional Support	54.2	54.4	55.9	50.5
Openness	43.4	40.7	40.3	N/A
Career Planning	40.7	40.6	40.4	56.1
Sense of Financial Security	59.8	63.4	62.8	52.8
Academic Assistance	48.3	47.0	45.7	53.2
Personal Counseling	45.8	47.5	46.0	54.3
Social Enrichment	41.7	36.6	35.4	30.2
Career Counseling	50.2	47.6	45.6	41.4

Note. Data represented as percentiles based on a national average of 50

Appendix K

Student Judicial Violations, 1996 – 2000



Appendix L

Glossary of Relevant Terms

All-College Student Learning Goal (ACSLG) – A major expectation for all SUNY Cortland students at the point of graduation is that they possess the skills necessary to gather relevant information, evaluate it critically, and communicate it effectively to an audience in written and oral forms.

Auxiliary Services Corporation (ASC) – Non-profit organization that operates campus food services, vending, the college stores and other services.

BANNER 2000 - The new student information system (installed in 1999) used by the offices of the Registrar, Financial Aid, Residential Services, ASC, academic offices, and support and service units.

Board of Trustees (BOT) - The governing body of the State University of New York (SUNY), including 15 members appointed by the Governor plus the president of the student assembly.

Center for the Access to Technology in Education (CATE) – Interdisciplinary center that functions to educate faculty and students in instructional technologies and also oversees the computer applications program (CAP).

Civil Service Employees Association (CSEA) – Union that represents the College’s classified personnel.

College Assessment Committee (CAC) – College-wide committee consisting of administrators, faculty and professional staff charged to educate the campus on assessment, assist with planning of assessment, promote assessment initiatives, and to coordinate the assessment process.

College Council – Group of nine local community members who are appointed by the Governor to advise the College President (one student elected by the student body also serves on the council). Responsibilities include recommending candidates for appointment as College President, reviewing major plans for operation of college properties, reviewing budget requests, and fostering the development of advisory citizens committees.

College Student Inventory (CSI) – Noel-Levitz survey given each year to all freshmen in COR101.

Committee on the Status and Education of Women (CSEW) – Presidential committee charged with the periodic administration of surveys of perceptions of campus climate as it relates to gender and gender-related issues and with monitoring institutional Title IX compliance.

COR 101: The Cortland Experience: A First-year Seminar – A one-credit course required of all freshmen each fall designed to facilitate the intellectual and social integration of first-time college students into the academic community at SUNY Cortland.

Cortland's Urban Recruitment of Educators program (CURE) – Scholarship program for ethnic minority students in teacher education programs who make a commitment to teach in urban areas after graduation.

Council 82 – Union that represents university police supervisors.

Course-Teacher Evaluation (CTE) – Process by which instructors and courses are evaluated. According to college policy, this process must include student input or peer review as well as an evaluation of course materials.

Discretionary Salary Increases (DSI) – Salary increments provided on an annual basis according to guidelines provided in the contract with United University Professions (UUP). These guidelines specify that each year the College set aside money equivalent to 1% of the salaries of UUP and Management/Confidential employees and use this money for DSI.

Dormitory Income-Fund Reimbursable Accounts (DIFR's) – College accounts which revenues generated by students' housing fees.

Dragon Planet – International weekly web-based magazine housed at SUNY Cortland
<http://ezdragon.cortland.edu/uniplanet/index.htm>.

Educational Opportunity Program (EOP) – Program originally established in 1969 for the purpose of enhancing access to higher education and progress toward a degree for educationally under-prepared but able students.

Educational Policies Committee (EPC) – Faculty Senate committee that has primary responsibility for making recommendations to the Senate regarding matters related to educational policy, academic programs and curricular changes.

Faculty Development Committee (FDC) – Committee comprised of faculty members and charged to develop and oversee comprehensive approach to faculty development.

Faculty Senate – Primary faculty and staff governance structure on campus.

Income-Fund Reimbursable Accounts (IFR's) – College accounts that are totally funded by the specific local activity generating the income for the account (i.e., and not by monies provided by the state or through legislation). Money held in a particular IFR account can only be used to fund activities related to that account.

Long-Range Planning Committee (LRPC) – Faculty Senate committee that has primary responsibility for recommending to the Senate matters related to current academic plans and long range planning. Together with the President's Council, this group prepares the long range plan and assesses its progress.

Management/Confidential Employees (M/C's) – Classification of most upper-level administrators at the College.

Master Plan – SUNY-initiated comprehensive assessment of campus facilities and grounds conducted in 1995-1996 by administrators, faculty and staff in consultation with the SUNY Construction Fund.

Memorandum of Understanding (MOU) – Report of the mission review conducted by the campus and System Administration in 2000.

National Council for the Accreditation of Teacher Education (NCATE) – National teacher education accrediting agency to which SUNY Cortland is seeking accreditation.

New York State Corrections Officers Police Benevolent Association (NYSCOPBA) – Union that represents university police officers.

New York State Education Department (NYSED) – The State Education Department is responsible for general supervision of all educational institutions in the State, for operating certain educational and cultural institutions, and for certifying teachers and certifying or licensing practitioners of thirty-eight professions. One of the department's supervisory activities includes accrediting college and university programs.

Public Employees Federation (PEF) – Union that represents a small number of employees on campus, including nurses in Student Health Services.

Performance Based Budget Allocation (PBBA) – Budget allocation methodology currently used by System Administration to distribute funds to SUNY campuses.

President's Cabinet – Presidential advisory group consisting of the four vice-presidents and the executive assistant to the president.

President's Council – Presidential advisory group consisting of the President's Cabinet, the two academic deans and the four associate vice-presidents.

Review and Restructuring Process (RRP) – Campus-wide review and restructuring process conducted in 1995-96 by the President's Council soon after the arrival of President Taylor.

Student Affairs Committee (SAC) – Faculty Senate committee that has primary responsibility for making recommendations to the Senate regarding matters related to student policies and procedures.

Student Government Association (SGA) – Primary student governance structure consisting of all registered students at the College. There is an elected senate.

SUNY Alumni Outcomes Survey (AOS) – SUNY-wide survey administered in 1999.

SUNY Student Opinion Survey (SOS) – SUNY-wide survey conducted on each campus every three years.

Recent surveys were conducted in 1994, 1997 and 2000.

System Administration – The administrative offices of SUNY, headed by the Chancellor who is appointed by the Board of Trustees.

Title III Grant – \$1.75 million five-year grant awarded to SUNY Cortland in 2000 to increase enrollment in the School of Arts and Sciences and to increase the College's resource base through endowment building.

United University Professions (UUP) – Union that represents the College's faculty and professional staff.