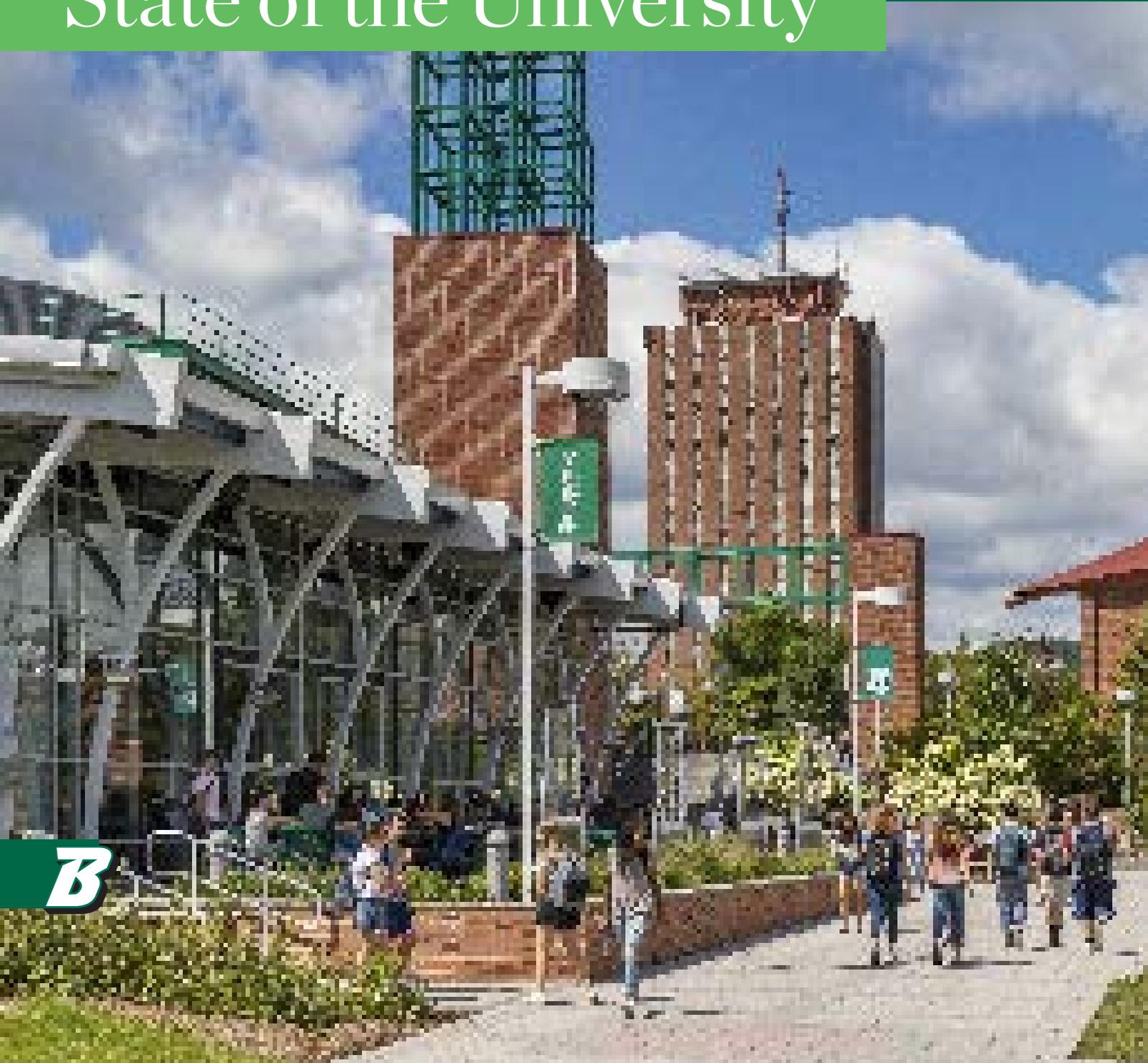


PRESIDENT HARVEY G. STENGER | SEPTEMBER 7, 2017

State of the University



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“The state of Binghamton University in 2017 is — outstanding!”

Welcome to the 2017 State of the University address. This is always a fun event — mostly because we always have good things to say about the campus. This year is no different.

The state of Binghamton University in 2017 is — outstanding!

This afternoon, I want to spend some time talking about our achievements and especially our outlook for next year and beyond.

I will be highlighting the progress we are making in our strategic priorities. I also want to talk about the higher education environment and its challenges.

Most important, I want to tell you about the strategies we are pursuing to address these challenges, focusing on the initiatives that have developed out of this year’s Road Map Renewal process.

SIX YEARS OF GROWTH

In 2012, Binghamton University was presented with a unique opportunity. The state legislature and Gov. Andrew Cuomo passed NYSUNY 2020 legislation that expanded resources to our public universities, just as the campus was preparing a new strategic plan. In addition, a renewed commitment to economic development based on partnerships between academia, industry and regional organizations promised significant new resources for the region.

This unique opportunity has enabled the campus to expand its faculty, add new academic programs and significantly increase its research, scholarship and creative activities. There has been a burst of activity that has strengthened the campus and the region, and brought us greater visibility and recognition.

ROAD MAP PROVIDES A PLAN FOR STRATEGIC INVESTMENT

Developed in 2012, the Road Map to Premier is a strategic plan that provides both direction and a process for implementing new ideas and programs. It established strategic priorities for the campus and defined our measures of success. Over the last five years, the Road Map has produced over 100 initiatives that have strengthened undergraduate education, encouraged creative work, fostered diversity and inclusion, and enhanced our national and global impact.

Building on the University’s historic strengths in undergraduate education, the Road Map suggested bold new directions for the campus — new schools, new ways of organizing research and new ways of educating and supporting our students’ success. And, importantly, it renewed and strengthened our commitment to diversity.

The Road Map’s centerpiece was a call for University growth. Over the past six years we have added nearly 2,500 students, a 14 percent increase from 2011. Undergraduate student enrollment grew by 13 percent and graduate student enrollment by 19 percent.

The new resources provided by increased enrollment fueled a major hiring faculty initiative that has brought 200 additional full-time tenure-track faculty to campus, increasing our total number of faculty by 23 percent from six years ago. Faculty numbers increased from 846 to 1,020, while tenure-track faculty — a key measure of academic quality and investment — increased from 475 to 620, an increase of 31 percent. Significantly, this increase in faculty has allowed us to improve our student to tenure-track faculty ratio from 29:1 to 26:1.



TENURED AND TENURE-TRACK FACULTY

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Net New
CCPA/GSE	39	44	47	46	45	50	55	16
DSON	14	15	16	19	20	21	17	3
Harpur	323	343	365	369	390	399	396	73
Pharmacy	—	—	—	—	3	6	10	10
SOM	33	36	38	38	40	41	41	8
Watson	66	71	76	85	91	94	101	35
Total	475	509	542	557	589	611	620	145

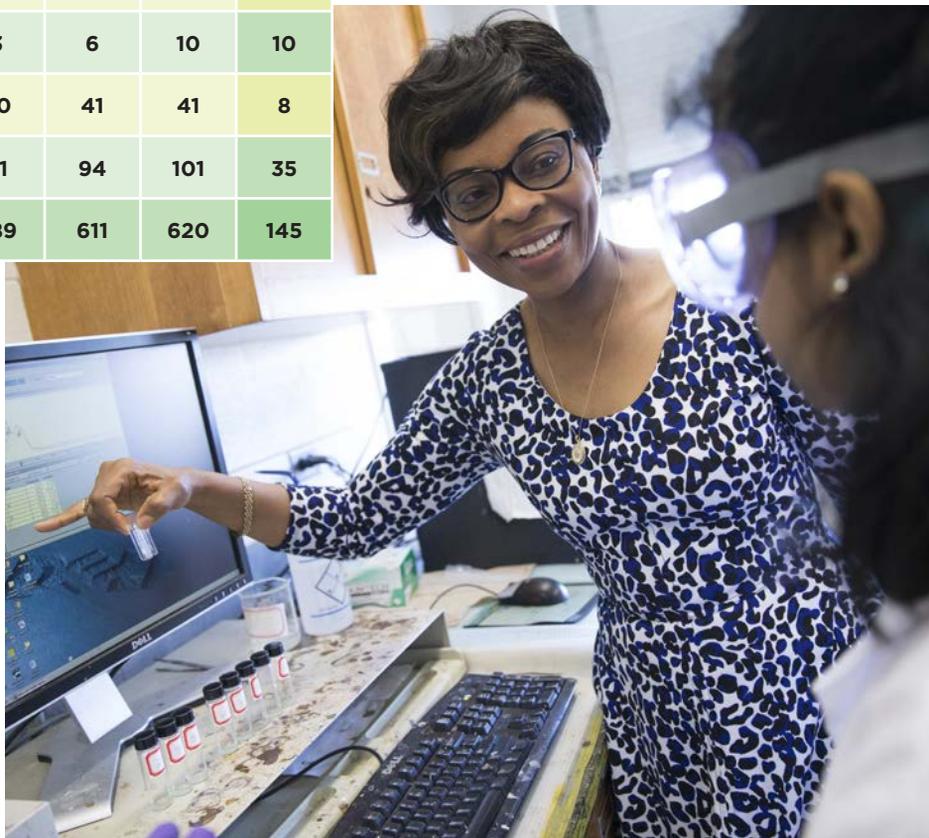
At the same time, the Road Map also introduced a new way of fostering research and scholarship at Binghamton. Our Transdisciplinary Areas of Excellence (TAEs) bring together faculty from across the campus to address large-scale, social, scientific, technological, economic, cultural and policy issues that can best be addressed by teams of faculty employing multiple perspectives and methodologies.

A key focus of the Road Map was to provide resources to increase faculty scholarship, research and creative work with measurable success. Binghamton University recorded research expenditures of \$39.8 million in 2016–17, an increase of 8 percent from the previous year. The majority of our research funding comes through peer-reviewed proposals made to federal agencies, suggesting that our faculty are shaping their disciplines.

Because graduate education is a critical part of the research and scholarship endeavor, the Road Map also provided for enhanced stipends for advanced students so that we can continue to attract the most promising students. Similarly, recruitment and retention of faculty has been strengthened with increased start-up funding to help get laboratories up and running. To date, \$4.3 million has been used to support our faculty's initial research and scholarship.

Aiding and assisting our students and faculty are more staff at all levels. We've increased our staff by about 300 over the last six years — an increase of 12 percent. Ours remains a lean and effective campus.

And there has been a remarkable expansion of our facilities — with an entire new Health



Sciences Campus going up in Johnson City, our new Smart Energy Building, which opened last week, new classrooms in the academic buildings, and significantly, the Koffman Southern Tier Incubator in downtown Binghamton.

Binghamton's growth and development have been especially important to the communities of the Southern Tier. As one of the area's largest employers, we have an outsized influence on the economic life of the region. We now account for 13 percent of the region's economic activity, with our most recent economic impact statement showing that we have an impact of over \$1.13 billion on the region, and over \$1.5 billion on the state.

The campus has an important role in the social and cultural life of our community as well. Concerts at the Anderson Center and athletic competitions

“Under the Road Map, Binghamton became the first SUNY research center with a chief diversity officer, and we established a new Division of Diversity, Equity and Inclusion.”

—President Stenger

at the Events Center and Sports Complex draw thousands of people onto campus, and conversely, thousands of our students and faculty volunteer and serve in the community. Academic programs like the Philanthropy Incubator teach students how to administer not-for-profits while giving back directly to the community, while students in our engineering and management programs intern with local businesses and organizations. And each year, hundreds of students are engaged in clinical education at area hospitals and healthcare providers. Our impact goes well beyond simple dollars and cents.

A major focus of the Road Map has been to strengthen student outcomes by supporting their academic work, campus experiences and career opportunities.

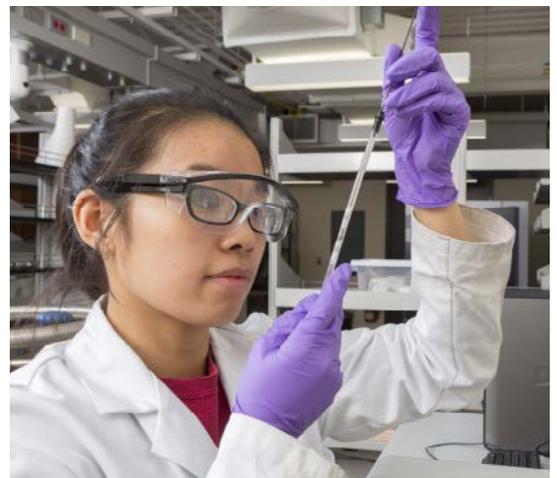
Under the Road Map, support for our Center for Learning and Teaching has been increased, adding a new learning studio where faculty can master the latest teaching technologies and explore new pedagogical techniques. Faculty have been trained in “flipping” classes and other classroom strategies and students have embraced the center as the place to go for tutoring and access to online Summer and Winter session courses.

Our strategic plan also provided support for a new Freshman Research Initiative that engages our newest students directly in hands-on research with assistance from experienced faculty and graduate students. In addition, other “high-impact learning experiences” (HILEs), including service learning, study abroad and internships, are overseen by our award-winning Fleishman Center for Career and Professional Development. Students are flocking to the center to utilize the resources it makes available; last year, over 27,000 students attended its programs.

Further enhancing student success have been the new career-directed master’s and five-year combined degree programs that give students the advanced professional training necessary for entry into demanding careers. Binghamton now offers over 50 accelerated degree programs, in disciplines ranging from public health to biomedical anthropology. Students in these programs gain invaluable communication, technological and leadership skills that give them an advantage as they enter a very competitive labor market.

Our strategic plan also reinforced our commitment to diversity and inclusion. Under the Road Map, Binghamton became the first SUNY research center with a chief diversity officer, and we established a new Division of Diversity, Equity and Inclusion. The division oversees campus efforts to ensure that Binghamton is a welcoming campus and produces programming to support our diverse students, staff and faculty. Each University division now has its own diversity officer to support diversity efforts.

Binghamton’s successes are helping the University get noticed, especially by our alumni and supporters. There has been a noticeable uptick in pride in the University among alumni and philanthropic support has increased significantly, having doubled in the past five years. New gifts and commitments have increased to \$14.6 million this year, up from \$11.5 last year. Recent donations include an anonymous gift to support the development of a new Institute for Genocide and Mass Atrocity Prevention, an interdisciplinary program designed to shape policies on the global level. We’ve also received gifts to support graduate student research, provided by emeritus professor of mathematics Tsuming Wu and his wife Grace Chin-Fa, and most recently, support for faculty development from Binghamton alumni Randy and Ronald Ehrenberg.





A Changing Environment

Clearly, the past six years have been enormously successful. But what will the future bring?

There are a number of changes taking place in the higher education environment. Some of these are unique to New York state, but others reflect changes in the political and social landscape and affect almost all colleges and universities.

NEW YORK STATE

We have a new chancellor of the State University of New York. Kristina Johnson comes to SUNY with a background in academia, industry and governmental work. SUNY has made a good choice in bringing her on board to lead the nation's largest public higher-education system. While it may take some time for her priorities to emerge, she has indicated that she wants to grow research and scholarship efforts, focus on environmental sustainability and intervene more quickly to support student academic success. Binghamton has shown leadership in each of these areas and I believe she will support our campus.

The new and visionary Excelsior Scholarship program that will phase in free tuition to students from families earning less than \$125,000 per year is an important legislative change. While the program is still in its initial stages, it promises to increase opportunities for access to higher education, including campuses like Binghamton.

We are concerned about the changing demographics of the population in our primary recruiting area. Over the next decade, the number of public high-school graduates is expected to decline by 10 percent in the Northeast, with the number of potential students in our key recruiting demographics declining even more.

The funding environment is also changing. The legislature has a commitment for "maintenance of effort" that would cover any increases in mandated costs, but there are concerns that support for this may not be strong enough for it to survive the legislative process. At the same time, recent funding initiatives such as NYSUNY 2020 have lapsed, meaning that state support will likely remain flat for the near future.

NATIONAL TRENDS

Beyond New York’s borders there are several changes that will impact Binghamton in the coming years. Some of these are perennial problems that have recently gained greater importance: issues of college costs and indebtedness, the demands for educational efficiency and career-centered learning, and issues of campus safety.

In each of these areas, Binghamton is well-positioned. We remain one of the top universities in terms of educational value, consistently receiving high ranks for our academics, our low cost and our return on investment.

We are a safe campus. We remain vigilant about finding ways to enhance student safety and will continue to work with students, local political leaders and community organizations to foster student safety and strengthen town-gown relations.

Binghamton’s commitment to an environmentally sustainable future cuts across divisions and departments. Our operations strive to reduce our impact on the environment, we’ve introduced the first master’s program in sustainable communities, and we are currently designing our Living Building at Nuthatch Hollow that will provide opportunities for students to learn to create a more sustainable, resilient world.

Among the more urgent challenges we face this year are ones shared by campuses across the

nation stemming from our current political environment — the issues surrounding diversity and inclusion, internationalism and related debates concerning free speech.

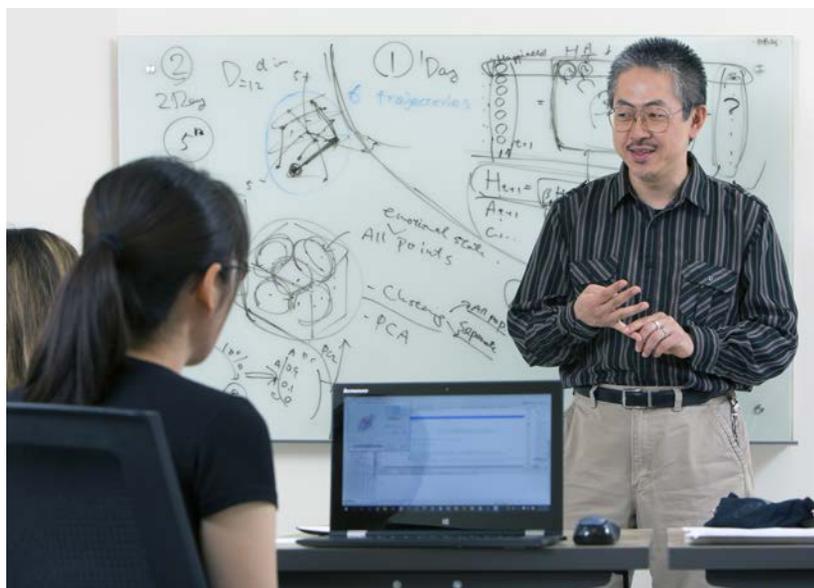
We are especially concerned about the debate taking place regarding the status of international and undocumented students that is occurring at the national level. Nationally, last year’s efforts to restrict student visas from a number of middle-eastern nations resulted in a significant decline in international applications for most colleges in the United States. Significantly, this decline also involves students from other regions, including China and India.

Clearly, we are in a contentious time, with political and social upheaval, and questioning of the limits of free speech. These debates have special importance at our nation’s colleges and universities, which value unfettered academic free speech and, at the same time, are among the most important vehicles for social equality and progress.

Binghamton University reaffirms our commitment to academic freedom and free speech. The academic mission can progress only if our faculty, staff and students feel free to challenge accepted meanings and beliefs. At the same time, we also urge that these discussions take place in ways that are consistent with our core values of respect, civility and inclusion, without regard to race, gender, religion, sexual orientation or cultural background.

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—President Stenger





2017-18 Strategies

Over the past six years, Binghamton's Road Map has provided a blueprint for growth and success. The strategies developed in this process will continue to serve the University as it addresses our newest challenges.

SO, OVER THE NEXT YEAR, THE UNIVERSITY WILL CONTINUE TO . . .

- Succeed in obtaining external sources of funding — state, federal and private: While current funding for SUNY is likely to remain flat, there will continue to be some state funds for economic development and other targeted grants and awards. External support for grants will continue to increase, especially as new faculty hit their stride and the University's reputation grows. And, of course, we will be working to significantly increase our support from private donors.
- Keep undergraduate enrollment constant: Maintaining enrollment at a time when the number of high-school graduates is declining makes sense and can free up resources for other areas of potential growth.
- Grow graduate enrollment selectively across the campus: We've seen significant growth in our graduate enrollment and we have a number of new programs coming online that will enable us to continue to expand in this area.
- Create new offerings in allied health fields and other career-directed graduate programs.
- Build a diverse and collaborative University: We will continue to encourage collaboration that draws on the talents and perspectives of our entire campus community. Certainly, faculty can look to the TAEs as a way to increase their reach, but staff should be looking for ways to collaborate as well.
- Focus on our Road Map priorities: Finally, we will continue to implement and develop initiatives developed in the Road Map process. The Road Map established a process for identifying opportunities and addressing critical University needs. Many of the initiatives established by the Road Map have only just begun; it will be important to carry these to their completion.



The Road Map Renewal

“We see the Health Sciences Campus as an engine, not only for University research and education, but also for local economic development.”

—President Stenger

In addition to our current Road Map proposals, we will also be implementing the results of this year’s Road Map Renewal.

Many of you will recall that last January, I called on the campus to come together for a Road Map Renewal. My idea was to have the campus generate ideas and initiatives that would build on the successes of the Road Map and address changes in the higher education environment.

In June, the Road Map Steering Committee identified four proposals as University Initiatives (UIs). In addition to these four UIs, 10 Divisional Initiatives (DIs) were selected by vice presidents to advance using divisional resources.

These initiatives have identified areas where the University has opportunities for growth, areas of high need to support existing programs, as well as areas where we can expand our contributions to local and global communities.

Let me begin with our University Initiatives.

UNIVERSITY INITIATIVES

DEVELOP A COLLEGE OF NURSING AND HEALTH SCIENCES

This is among the most important of our strategic priorities and is consistent with the expansion

of Decker School facilities and its relocation to Johnson City adjacent to our School of Pharmacy and Pharmaceutical Sciences, which will take place next year.

The new College of Nursing and Health Sciences will add a number of new academic and clinical programs that reflect both the interests of our students and the healthcare needs of our region, state and nation. Decker School of Nursing Dean Mario Ortiz and the faculty are trying to look beyond hospitals and healthcare facilities to provide students with experiential educational opportunities while filling clinical service gaps in the community. Proposed programs include occupational therapy, physical therapy and speech therapy, along with audiology and nutrition. The new college will also work with other schools at Binghamton to develop a new academic program in public health.

We see the Health Sciences Campus as an engine, not only for University research and education, but also for local economic development. We are pleased that a private developer is behind a combined retail and housing site just south of the Health Sciences Campus. The developer is renovating two vacant Endicott Johnson properties that will provide apartments for nursing and pharmacy school students as well as businesses catering to the health sciences professionals to be located at the site.

HEALTH SCIENCES CORE FACILITY

The development of health sciences research has been an ongoing emphasis of our Road Map, and the renewal supports this growth with a call to establish a Health Sciences Core Facility. This facility would provide the advanced instrumentation required by researchers and educators — a shared resource where faculty, advanced students and partners in industry, healthcare and the community can gain access to testing and manufacturing equipment, professional advice and service. This core facility joins nine other similar facilities at Binghamton, serving departments as varied as geography, archeology, physics and nursing. In each case they serve as a hub of innovation that helps Binghamton attract outstanding faculty and advanced students, as well as external funding from federal research organizations.

DATA SCIENCE INITIATIVE

A third University Initiative positions Binghamton University at the center of a growing discipline and will meet the University's demand for support for using "big data" in research and applications. Increasingly, faculty across the campus are looking for resources to help them use and manage large data collections. Our Data Science Initiative will provide the University with high-performance, data-intensive computing resources. Data-driven knowledge will enable the University to better serve its partners in

industry, government and social services, while providing new opportunities for students in what is one of the fastest-growing disciplines in higher education, business and industry.

PRESIDENTIAL DIVERSITY POSTDOCTORAL FELLOWSHIPS

The University's Road Map identifies increasing campus diversity as one of its most important strategic priorities. Although the campus has been successful in increasing the number of minority faculty, staff and students, there is more that must be done. Attracting and recruiting faculty of color is especially challenging as the pool of PhD graduates is small and the marketplace is highly competitive. Binghamton will meet this challenge by establishing a program of Presidential Diversity Postdoctoral Fellowships that will allow us to better recruit highly qualified candidates for research and scholarship in disciplines that have found it difficult to attract minority faculty. Our goal is to develop top-tier candidates when faculty positions appear in these departments, so that they will remain at Binghamton when their postdoctoral work is completed.



UNIVERSITY INITIATIVES CO-CHAIRS have been selected. In order to help move these projects forward, President Harvey Stenger and Provost Donald Nieman have selected co-chairs and project managers for each initiative.



Data Science
Co-chairs
John Bay and
Anton Schick,
project manager
Sharon Pitt



**Diversity Post-doc
Fellowships**
Co-chairs
Daryl Santos and
Fernando Guzman,
project manager
Joe Schultz



**Health Sciences
Facility**
Co-chairs
Terry Deak and
Susan Bane,
project manager
Mary Beth Curtin



**College of Nursing
and Health Sciences**
Co-chairs
Mario Ortiz and
Gale Spencer,
project manager
Michael McGoff



DIVISIONAL INITIATIVES

PROGRAMS

During the renewal, a number of ideas were proposed that complement existing divisional priorities or supplement divisional plans. The Road Map Steering Committee identified 10 of these projects, somewhat narrower in focus than our University Initiatives, that will be advanced using divisional resources invested in both programs and facilities.

Looking at the programs that will be moved forward as part of the renewal process, we will see:

- the establishment of a High-Impact Learning Innovations Council to coordinate our HILE programs and expand their number and quality, to be overseen by the divisions of Academic and Student Affairs;
- resources to support the recruitment of new hires and retention of experienced personnel, involving the divisions of Academic and Student Affairs, Research, Operations and Athletics; the University Foundation; and the Division of Diversity, Equity and Inclusion;
- outreach into our communities through Binghamton University revitalization efforts that will work with the cities and towns around our campuses to enhance the appeal of downtown living for students, faculty, staff and community members, under the responsibility

of the Foundation and divisions of Operations Advancement and Student Affairs;

- a Center for Interprofessional Education and Research bringing together students from our pharmacy, nursing and social work programs, overseen by our Academic Affairs and Research divisions;
- and a Global Initiatives project that will focus on making Binghamton a preferred destination for international students, coordinated by our Academic and Student Affairs divisions.

FACILITIES

A premier University demands premier facilities. Our Divisional Initiatives will enhance student learning with new resources including:

- an enhanced technologies infrastructure, with support from Operations and Academic Affairs;
- a Digital Commons and Innovation Lab that will foster student creativity and problem-solving, engaging our divisions of Operations, Advancement and Academic Affairs;

In addition, faculty research and scholarship support through the development of a new Social Sciences Experimental Suite to provide computer and other resources for faculty in economics, management, political science and related disciplines. Academic Affairs and Operations will coordinate this project.

And students and faculty alike will benefit from a renovated Glenn G. Bartle Library that will result in better use of space as well as increased access to materials in remote storage. Operations and Academic Affairs will be responsible for this project.

As Binghamton is increasingly recognized on the world stage, we are seeing more and more visitors on campus, including prospective students and their families, scholars and researchers from other universities, and alumni eager to reconnect with the campus. At the same time, University faculty find it difficult to secure campus space for the conferences and symposia that are a main currency of academic life. The University will address these needs with a new University Conference and Welcome Center that will introduce visitors to the premier public University. Operations, Student Affairs, Advancement and the Foundation will coordinate this initiative.



Moving the Renewal Forward

Implementing the University Initiatives will require careful administration, teamwork and dedication. The University is currently establishing teams to determine the best way to develop these proposals, and there will be a tight timetable for their work. Each team will need to:

- create mission and vision statements for their initiative;
- create goals, metrics and targets for their initiatives, and identify costs and sources of revenues, as well as the space and personnel they need to be successful;
- and provide regular updates to the Road Map Steering Committee at its quarterly meetings.

SUCCESS IS GETTING NOTICED

The achievements of the past six years, combined with the hard work and dedication of the faculty and staff at Binghamton is getting noticed. We see it in the annual rankings put out by magazines and newspapers. But more importantly, we see it in the pride that our alumni and community have in the University – they want to engage with us and be part of what we are doing. They are eager to support our students, to partner with our faculty, and to be associated with the achievements and successes we are delivering. They wear Binghamton green and support us in our work.

“Together, all of you have helped make Binghamton the Premier University.”

—President Stenger

And *all of you* should also be proud of what you’ve accomplished. Every time you read about Binghamton and its impressive academic quality, its stellar research and scholarship, or its engagement and impact on the world around us, remember – this is your University others are praising. Together, all of you have helped make Binghamton the Premier University, and I want to thank you for all your work. Let’s have a great year!



QUESTIONS OR COMMENTS?

Contact President Stenger directly at hstenger@binghamton.edu.

