It’s been an exciting three years since Binghamton University introduced its Road Map to Premier, the strategic plan that is guiding our campus into the next decade.

Since 2012, we have witnessed a series of extraordinary events that have changed the way we work and the way people view us in New York state and beyond.

The Road Map introduced a new vision for Binghamton University, and established a process for developing new programs and initiatives that has engaged the entire campus.

During this period, New York state passed the historic NYSUNY 2020 legislation that has brought new resources, new faculty and new students to campus.

President Barack Obama visited our campus, hailing the quality and value of the education our students receive.

A feature film – *The Rewrite* – written and directed by Binghamton alumnus Marc Lawrence ’81, brought the Binghamton name into millions of households.

New York’s Southern Tier, with the University figuring prominently, won three consecutive “Best Performer” Awards in Gov. Andrew Cuomo’s Regional Economic Development Council program, bringing $273.8 million in funding to strengthen the region’s economy.

And just this year, Binghamton University was named one of the 25 healthiest campuses in the nation and one of only 35 public universities in the United States as an “Innovation and Economic Prosperity University” by the Association of Public and Land-grant Universities (APLU).

**BIGGER, BETTER, BINGHAMTON**

Since 2011, the University has grown significantly. Enrollment has grown by more than 2,000 students. We have also hired 200 new faculty, achieving a net gain of 120 tenure-track faculty.

And our students are as good as they’ve ever been. More than 30,000 high school students applied for admission this fall, allowing us to maintain — and in some cases, enhance the quality of our freshman class. This year, student SAT scores are again at the 1300 level for critical reading and mathematics.

And importantly, our community has become more diverse, with a 58 percent increase in the number of underrepresented minority graduate students and a 36 percent increase in minority undergraduates.
### Binghamton at a Glance

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time tenure-track faculty</td>
<td>467</td>
<td>555</td>
<td>587</td>
</tr>
<tr>
<td>Undergraduate enrollment</td>
<td>11,681</td>
<td>13,412</td>
<td>13,518*</td>
</tr>
<tr>
<td>Graduate enrollment</td>
<td>2,885</td>
<td>3,283</td>
<td>3,369*</td>
</tr>
<tr>
<td>Average SAT score</td>
<td>1,306</td>
<td>1,290</td>
<td>1,304</td>
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<tr>
<td>Philanthropy (new investments)</td>
<td>$5.4M</td>
<td>$6.7M</td>
<td>$9.1M</td>
</tr>
<tr>
<td>Alumni volunteers</td>
<td>626</td>
<td>818</td>
<td>1,010</td>
</tr>
<tr>
<td>Research expenditures</td>
<td>$40.2M</td>
<td>$31.7M</td>
<td>$35.8M</td>
</tr>
<tr>
<td>Undergraduate degrees granted</td>
<td>3,144</td>
<td>3,014</td>
<td>3,141</td>
</tr>
<tr>
<td>Graduate degrees granted</td>
<td>996</td>
<td>1,046</td>
<td>1,173</td>
</tr>
<tr>
<td>Underrepresented minority (URM)† faculty</td>
<td>37</td>
<td>49</td>
<td>54</td>
</tr>
<tr>
<td>URM staff</td>
<td>76</td>
<td>106</td>
<td>112</td>
</tr>
<tr>
<td>URM undergraduates</td>
<td>1,781</td>
<td>2,222</td>
<td>2,423*</td>
</tr>
<tr>
<td>URM graduate students</td>
<td>169</td>
<td>221</td>
<td>267*</td>
</tr>
</tbody>
</table>

*Estimates based on day-one enrollment
†African American, Hispanic, Native American
INVESTING IN PEOPLE

Every school and division has benefited from our hiring initiative, and we’ve added professional and classified staff to better meet students’ needs and provide support for the University’s educational, research and outreach activities. Our faculty and staff have also become more diverse, with underrepresented minority hiring increasing in both groups by nearly 50 percent.

A CAMPUS FIT FOR PREMIER

The expansive missions of the public university — research, scholarship, teaching and outreach — demand a campus built for the 21st century. Binghamton’s commitment to being premier means that we must reach even farther, developing facilities and an infrastructure that employ the latest technologies, reduce our environmental impact and meet the evolving needs of the community and state. Since 2011, we have grown to address these needs. And wow! Our campus looks great.

We’ve built a $30-million Center of Excellence, where researchers focus on energy-efficient electronic systems, systems integration and packaging, flexible electronics, autonomous solar power, advanced materials and sensors, and healthcare and the life sciences.

**FACULTY**

<table>
<thead>
<tr>
<th></th>
<th>CCPA</th>
<th>DSON</th>
<th>GSE</th>
<th>HARPUR</th>
<th>PHARM</th>
<th>SOM</th>
<th>WATSON</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>New tenure-track faculty (2012-15)</td>
<td>10</td>
<td>6</td>
<td>4</td>
<td>127</td>
<td>2</td>
<td>17</td>
<td>34</td>
<td>200</td>
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<tr>
<td>Net tenure-track growth (2011-15)</td>
<td>6</td>
<td>4</td>
<td>1</td>
<td>82</td>
<td>2</td>
<td>5</td>
<td>20</td>
<td>120</td>
</tr>
<tr>
<td>Total tenure-track in 2015 (projected)</td>
<td>26</td>
<td>16</td>
<td>19</td>
<td>402</td>
<td>2</td>
<td>39</td>
<td>83</td>
<td>587</td>
</tr>
</tbody>
</table>

**STAFF**

<table>
<thead>
<tr>
<th></th>
<th>ACADEMIC AFFAIRS</th>
<th>ADVANCEMENT/FOUNDATION</th>
<th>ATHLETICS</th>
<th>DDEI</th>
<th>OPERATIONS</th>
<th>PRESIDENT</th>
<th>RESEARCH</th>
<th>STUDENT AFFAIRS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total net growth</td>
<td>82</td>
<td>0</td>
<td>-16*</td>
<td>3</td>
<td>39</td>
<td>5</td>
<td>1</td>
<td>50</td>
<td>164</td>
</tr>
<tr>
<td>Total staff in 2015 (projected)</td>
<td>578</td>
<td>22</td>
<td>85</td>
<td>6</td>
<td>764</td>
<td>16</td>
<td>33</td>
<td>231</td>
<td>1735</td>
</tr>
</tbody>
</table>

*Includes staff transferred to other divisions, including health and wellness
We completed a $375-million project that added more than 900 beds to campus, and developed new recreational fields for students.

At the same time, we’ve renovated and repurposed existing facilities, such as the transformed Dickinson Community and the just-opened turf field for our intramurals and club sports activities. Our University Union, our libraries and our student classrooms have been renovated to better serve students as they pursue their education, adding dozens of new classrooms and providing for upgrades in classroom and distance-learning technology.

We’re a greener campus, too, as we’re phasing out the use of coal at our central heating plant.

And more new buildings are on the way — from our Smart Energy Research and Development Facility that will pioneer alternative energy and conservation, to the new Southern Tier High Technology Incubator that will support fledgling businesses as entrepreneurs develop University-led research innovations into job-creating businesses.

Most exciting will be the new School of Pharmacy and Pharmaceutical Sciences in nearby Johnson City, which will bring nearly 360 PharmD and 40 PhD students, along with 40 research and clinical faculty to Binghamton University. And we are looking for ways to best utilize our newest — and oldest — addition to campus — the facilities at the former Binghamton State Hospital, affectionately known as “the Castle.”
ALUMNI ENGAGEMENT AND THE SUPPORT OF EXCELLENCE

While a large portion of the funding for facilities comes from state sources, our alumni and supporters are helping us create the campus fit for premier, with significant recent donations funding new academic and student service facilities.

- Mark Zurack ’78, director of GS Financial Products U.S., has provided funding for a high-tech collaboration center on campus in our Center for Learning and Teaching.

- Through generous support from alumni Steve ’91 and Judy Fleishman ’90, the state-of-the-art Fleishman Center for Career and Professional Development is assisting students as they transition from college to career.

- And a gift from Charles Kim ’98 will establish a new Korean Student Center on campus, further enhancing our reputation for excellence in international education.

We are so grateful for the involvement of our alumni and supporters, whose support has enabled us to grow our endowment from $82 million in 2011 to over $120 million this year. More and more alumni are giving time and energy to help us — this year, more than 1,000 alumni will volunteer on behalf of the campus. And to support even greater engagement, we’ve created the new Alumni Center in the newly renovated Old O’Connor Hall.

“More and more alumni are giving time and energy to help us . . .”
A NEW APPROACH TO CREATIVE WORK AND ACADEMIC PROGRAMS

But we’ve done more than change the look and size of our campus — we’ve rethought our approach to scientific inquiry, scholarship and creative work with the introduction of Transdisciplinary Areas of Excellence.

The problems we face today result from the interplay of a range of physical forces and human motives.

From worldwide climate change, to vast sociological upheavals such as war and poverty, to the private worries and victories over illness or injury — the solutions we are looking for can’t come from a single discipline or perspective.

Recognizing this, we have changed our approach to research, scholarship and creative activities with the establishment of Transdisciplinary Areas of Excellence (TAEs).

Our five TAEs bring together faculty from a variety of disciplines to explore and exchange ideas that address critical social, scientific, technological, cultural and policy issues.

More than one-third of our faculty hires over the past three years have been associated with our TAEs.

These new hires have also allowed us to develop new academic programs such as an interdisciplinary PhD, a master’s program in sustainable communities, a health systems engineering MS, and of course, our new Doctor of Pharmacy program associated with our pharmacy school that will soon be coming online, pending precandidate status from the Accreditation Council for Pharmacy Education.

Altogether, 22 new or revised graduate programs have been added or are in progress, including a Public Archaeology MA, an Applied Statistics MA, an MS in Accounting with a concentration in taxation and a Master in Applied Liberal Studies (MAALS) that we are calling the BinghAmton Plus program.

Increasing our enrollment and growing our research, scholarship and creative activities has also required an increase in our professional and support staff. As part of the Road Map process, about 165 new professional and support staff have joined us, and more will be added as resources are made available in each round of the Road Map funding process.
ROAD MAP SUPPORT FOR EXCELLENCE

What impact have our new approaches and support systems had?

While it is still early in the Road Map process, we can point to some accomplishments and metrics that show we are on the right track.

- We’ve enhanced student success by increasing our advising staff, providing for more research experiences and expanding our Binghamton Scholars program.
- We’re bringing better teaching to the classroom through the Center for Learning and Teaching, which provides assistance in instructional design and offers a “teaching laboratory” where faculty can develop engaging and effective pedagogy.
- We’re helping faculty in their research and scholarship by providing more resources for faculty startups and the creation of new Organized Research Centers.
- We’ve made Binghamton a more diverse and welcoming place with the establishment of the Division of Diversity, Equity and Inclusion.
- We’ve increased opportunities for staff to move more quickly and effectively through their career ladders with the introduction of our Leadership Development Program. Already, more than 200 individuals have benefited from the strengthening of their professional skills this program provides.
- The Alumni Association’s new strategic plan has increased alumni pride and engagement, evidenced by the expansion of our alumni regional chapters from four in 2011, to 14 in 2015.
- We’ve benefited from close cooperation with local and regional leaders in their efforts to increase and regain economic vitality through the Southern Tier Regional Economic Development Council (STREDC).
GAINING VISIBILITY

We also are benefiting from and supporting faculty who have helped the University develop its reputation for research, scholarship and creative activities – and their work is getting noticed.

Recently, individuals and teams of University faculty and staff have received recognition for:

- Developing innovations in the energy storage economy, resulting in a $12.8 million grant from the Department of Energy;
- Inquiries into the impact of pre-natal and adolescent alcohol exposure on children, resulting in the renewal of an $8.5 million grant from the National Institutes of Health;
- A scholarly examination of the dark side of leadership qualities;
- Participation in archeological study identifying a 430,000-year-old skull that shows evidence of belonging to “the world’s oldest murder” victim;
- Producing a novel that spent time atop Amazon Kindle’s “Best-Seller” List;
- Creating a novel and world-class research experience for freshmen. As one student said, “No other school I was considering offered an introduction into research in such a structured manner.”
- Creating workshops on cultural competency that have reached hundreds of students, faculty and staff.
- Winning a $20-million award from the Army Research Lab to translate flexible electronics to commercial products.

These advances in science and creative works are attracting attention and putting us on stage with other leading research universities, increasing our opportunities to secure external funding and gain recognition and reputation from our peers.

In fact, last year the campus reported research expenditures of $35.8 million, representing an increase of 42 percent in the last decade.

Significantly, as federal funds for research have dried up, we’ve successfully found other sources to support our research. Last year, 10 percent of our sponsored research was funded by corporate partners, compared to a national average of only 5 percent. We project that within five years our annual research expenditures will exceed $50 million.

THE ENVIRONMENT

The successes of the past three years are impressive — but Binghamton University competes in a challenging environment.

Of course with every challenge, there are also opportunities.

The Southern Tier, and especially the Binghamton region, continues to struggle economically — but Gov. Andrew Cuomo is focused on improving the upstate economy through both the Regional Economic Development Councils and his Upstate Revitalization Initiative.

On campus, we’ve had challenges increasing our graduate enrollment — but undergraduates are looking to us in record numbers.

Fiscally, we’ve been hamstrung by the requirement that campuses absorb salary increases negotiated by the state – but NYSUNY 2020 has brought significant new revenues to campus.

And external philanthropic support for the University lags behind that of our peer institutions — but we are on an upward trajectory with increasing engagement and support.

“No other school I was considering offered an introduction into research in such a structured manner.”

—Allison Halat, Freshman Research Immersion program
We’ve accomplished much, so what’s next?

Our primary goal for the coming year will be to increase our graduate enrollment as we build upon our history as an undergraduate university to one with an expanded emphasis on research and graduate programs.

Currently, about 20 percent of our students are graduate students; increasing that to 30 percent would result in a balance much more in line with our peers. This is an important change that will increase our relevance in the 21st century.

A focus on graduate education strengthens the campus in many ways. Graduate education supports:

- undergraduate excellence, with skilled teaching assistants and a livelier academic environment;
- students’ career needs by providing opportunities for master’s-level education that is in demand by employers;
- and the community by extending the length of time students are in the area by encouraging community engagement.

A stronger graduate program also strengthens our faculty by providing both laboratory assistance and independent graduate research.

In turn, faculty research drives our reputation, visibility and rankings, and most important, will lead to discoveries that change both our understanding of the world and the way we live in it.

Last year, we announced an ambitious target of 20,000 students by 2020, comprised of 14,000 undergraduates and 6,000 graduate students.

As we enter the 2015 fall semester, we’ve nearly reached our undergraduate target. But we’ve not made as much progress in increasing our graduate enrollment.

We are making some headway but we still have a ways to go. Our target is appropriate but will require us to stretch.

We must also recognize that we must pursue different strategies for attracting students to our PhD programs than to our career-oriented doctoral and master’s programs.
**GROWING RESEARCH AND PHD PROGRAMS**

Enhancing our research and graduate programs has been the highest priority of our Road Map. One of the first things we discovered is that getting bigger has already helped us in these efforts. NYSUNY 2020 funding has given us resources to hire exceptional faculty who are already working to build external support and enhance our reputation.

Our Graduate School has increased its marketing and recruitment efforts, trying to capture more high-quality graduate students.

But a major challenge to graduate growth has been the difficulties we face providing competitive stipend support, a category in which we significantly lag behind our peers.

Recently, we have begun a matching program under which the University will match, at varying ratios depending on the disciplines, doctoral student funding generated by external funds.

We also are increasing stipends for all new PhD students, starting in fall 2016.

And of course, the new approach to inquiry represented by our TAEs will also strengthen our research and scholarship, with faculty attracted by opportunities for innovation and creativity.

These three things — an increase in faculty inquiry, greater investment in our graduate students and a change in research orientation under our TAEs — will catalyze research and scholarship at Binghamton, with faculty seeking out challenges and providing critical guidance for the world’s future.

**GROWING CAREER-DIRECTED GRADUATE PROGRAMS**

But increasing our PhD enrollment is only part of the plan. We also need to recognize and meet the demand for master’s-level and professional doctoral education, which give students an advantage in their careers compared to peers who have only bachelor’s degrees.

This demand is very high – there are twice as many students nationally in master’s programs today compared to 1980. More than 70 percent of all students enrolled in graduate programs are taking courses at the master’s level.

We are well positioned to make our mark in this area. Many of our new academic programs are master’s or accelerated programs in fields that are in high demand such as business, the health sciences, math and computer science, social work and public administration.

At the same time, there are many students attending master’s-level colleges who would gladly earn a more prestigious degree from Binghamton University.

To encourage schools to develop new master’s-level programs and expand existing ones, the University will provide incentives, resources and support for departments that show a proven capacity to grow, and these departments will receive increased faculty and graduate student positions.

“Our primary goal for the coming year will be to increase our graduate enrollment . . .”
THE RIGHT PATH

A Road Map does not insist on a set course; it offers alternative routes ranging from super-highways to scenic by-ways. It shows where roads come together and alternative routes veer off. The route one takes depends on one’s priorities.

So which route shall we take?

By most measures we are on the right path.

In 2017, the School of Pharmacy and Pharmaceutical Sciences plans to open, eventually adding 360 PharmD and 40 PhD students, 55 faculty and staff, and new fields of high-growth research.

Our TAEs are already attracting excellent new faculty, and our Road Map is providing large investments in faculty startup funds and graduate student stipends.

We’ve identified new programs with high potential for growth, including health systems engineering, public health, nutrition, rehabilitation therapies and actuarial sciences, and have continued to invest in existing programs with growth potential.

We are moving quickly into new areas of research and education that hold promise for the future.

We are fast, flexible and focused.

A BIG IDEA

And now we have access to unparalleled resources.

As one of the leading organizations in New York’s Southern Tier, other organizations are eager to work with us. They want to form partnerships that can create opportunities for internships, experiential education and in-the-field research.

So we are working with them to develop “classrooms in the community.”

The community is an important resource that we will need to leverage as we develop our advanced education initiatives.

The Upstate Revitalization proposal, and the University’s role in the community in general, has outstanding support from local and regional leaders, who, together, are among the University’s most important resources.
But we also are at a unique time in terms of fiscal resources.

After years of economic decline in the Southern Tier and Upstate New York, the governor and legislature have committed themselves to turning around the region’s fortunes. Two programs are driving this process — the Regional Economic Development Councils and, just this year, the Upstate Revitalization Initiative.

At stake is a commitment of up to $500 million over five years for three regions out of seven with the best proposals.

The Southern Tier’s Upstate Revitalization Initiative proposal, which is running concurrently with its REDC proposal, would establish three Innovation Districts:

- one in downtown Binghamton around the site of our new incubator;
- one in Endicott around our Center for Advanced Microelectronics Manufacturing (CAMM) facility on the Huron site;
- and a Southern Tier Health Sciences and Technology Innovation Park in Johnson City, in the area surrounding Wilson Hospital and the new school of pharmacy. Our goal is to establish a healthcare ecosystem in the region surrounding Wilson Hospital and the School of Pharmacy and Pharmaceutical Sciences.
This project would bring the University’s long history of community engagement into the 21st century, and, given the lack of space to grow on campus, offers a commonsense way to expand the scope and impact of the University.

This facility, and the organizations that it helps establish, will become a source of clinical placements and internships in such fields as public administration, social work, engineering and nursing.

It also is consistent with our efforts to expand our teaching and learning so that it embraces community engagement in a variety of disciplines ranging from systems science to information technology, design and a host of health-related fields such as nutrition, wellness, rehabilitation therapies and public health.

And, with some creativity and commitment, it will even encompass programs such as our proposed Master of Arts in Applied Liberal Studies (MAALS) and our Binghamton Plus program.

We all know that it would be impossible to fit 2,700 more graduate students on our Vestal campus, but there is more than enough room in Johnson City, where they are anxious for us to arrive!

THE SOUTHERN TIER HEALTH SCIENCES AND TECHNOLOGY PARK

This third Innovation District will grow the regional medical infrastructure — the cohort of doctors, nurses, biomedical researchers and life scientists who work in one of the fastest-growing sectors of the economy.

Toward this end, we envision building a new healthcare campus that will bring together the Decker School of Nursing, our new School of Pharmacy and Pharmaceutical Sciences and the Clinical Campus of Upstate Medical University.

Apart from providing space for teaching and learning near one of the region’s largest hospitals, we also see these facilities housing research and clinical facilities to support advances in such related areas as rehabilitation and regeneration technologies.

In addition, we see the development of a biopharmaceutical hub as well as space for research and production for medical 3D printing.

This is research and education that is at the forefront of medical science and would position Binghamton University and the region for decades of future growth — both in terms of jobs and national reputation.

This project would bring the University’s long history of community engagement into the 21st century, and, given the lack of space to grow on campus, offers a commonsense way to expand the scope and impact of the University.

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THE RACE TO PREMIER

But higher education is a competitive and fast-moving environment.

It’s a race to see who can outperform the others.

Our peers all share many of our goals:

• they want the best graduate and undergraduate students;
• they covet the best faculty;
• they are investing in research and scholarship that they think will bring them recognition and visibility;
• and they are focused on supporting their community.

But we have some advantages they don’t.

• Our mid-size allows us to be agile and flexible.
• We have a Road Map that provides both resources and flexibility to respond to opportunities as they develop.
• We have the support of community and political leaders.
• Most of all, we have a group of truly excellent people — our students, our faculty and our staff — who are keeping us Primed for Premier.

THIS IS A RACE WE CAN WIN.
QUESTIONS OR COMMENTS?
Contact President Stenger directly at hstenger@binghamton.edu.