

ROAD MAP *to premier* 2014

PROGRESS REPORT

BINGHAMTON
UNIVERSITY
STATE UNIVERSITY OF NEW YORK

Dear Colleagues:

The strategic planning process undertaken in the past two years has used a team approach to continuously advance, enhance and modify the Road Map we launched in spring 2013. This update on our progress describes the refinements, enhancements and actions taken over the past 12 months.

The original plan, Road Map to Premier 2013, was created with the assistance of approximately 400 volunteers working in nine teams to develop five strategic priorities with proposals for more than 175 Initiatives, Innovations and Ideas. This fast start to our planning process allowed us to initiate activities quickly and to make measurable impacts in a relatively short time.

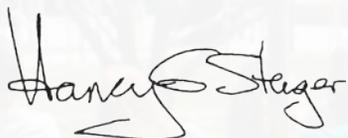
In spring 2013, a 39-person steering committee, formed from the leaders of the initial nine teams, selected 46 projects from the original 175 to fund and implement. Following that first selection of projects, this steering committee has become the Road Map governing body, organized around five Strategic Priorities, and has been given increasing responsibility for the long-term maintenance and advancement of our Road Map activities.

This update will concisely present the goals, or “What We Want to Achieve,” established by the Road Map Steering Committee; share some of the ways we can measure our success; provide examples of projects currently under way, announce the 10 new projects funded for the 2015–16 budget year, and outline the budget process for the 2016–17 budget year.

What began in the fall of 2012 as a brainstorming activity about what it means to be premier has evolved into a comprehensive approach to planning and decision making for the university. This is a process that will require focus, diligence and patience. However, even in my short tenure, progress is measurable and visible across campus.

Thank you again to everyone who has contributed countless hours to this process of making Binghamton University the Premier Public University of the 21st Century.

Sincerely,



Harvey G. Stenger, President



PROGRESS REPORT

During the 2013–14 academic year, the 46 projects advanced, and progress has been monitored and reported by the vice presidents and division leaders who are responsible for the success of each project. It also became apparent that we had much more work to complete if we were to have a functioning, robust plan for our future steps to premier, so in parallel with the launch of the projects, the steering committee met quarterly and the chairs of the five strategic priorities subcommittees met monthly. These meetings helped us add vital components to our overall plan, which included a new budgeting process, a set of goals and measures of success that we can use to assess our direction and our progress, and a new set of projects that are funded for the 2015–16 budget year.

Strategic Priority 1

ENGAGE IN PATH-BREAKING GRADUATE EDUCATION, RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES THAT SHAPE THE WORLD

WHAT WE WANT TO ACHIEVE

- Become a nationally recognized university for outstanding doctoral education
- Increase research, scholarship and creative activities profile to that of a premier public university
- Enrich collaborative culture for research, scholarship and creative production
- Increase the transformational impact of the University's research, scholarship, creative activities and doctoral education on society

EXAMPLES OF HOW WE MEASURE SUCCESS

- Doctorates awarded
- Doctoral student placement upon graduation
- Faculty scholarship
- Sponsored program expenditures
- Number of faculty participating in Transdisciplinary Areas of Excellence, organized research centers and advanced study institutes

Example of Round 1 project in Strategic Priority 1 **Establish a new school in the life sciences**

Working with a consultant, the letter of intent to establish a school of pharmacy was submitted to SUNY in September 2013, and objections raised by the University at Buffalo and Upstate Medical University were subsequently rebutted. We received a green light to develop a full proposal, which was reviewed by an external consultant and submitted to SUNY in September 2014. A full proposal for application for pre-candidacy for accreditation will be submitted within a year, as a dean and faculty are hired and curriculum design is completed. The budget, timetable and planning are in place to create the school.

For progress reports on all SP1 projects, visit binghamton.edu/roadmap.



Strategic Priority 2

PROVIDE A TRANSFORMATIVE LEARNING COMMUNITY THAT PREPARES STUDENTS FOR ADVANCED EDUCATION, CAREERS AND PURPOSEFUL LIVING

WHAT WE WANT TO ACHIEVE

- Build a dynamic and transformative learning community
- Prepare undergraduates seeking advanced degrees for the challenges of graduate school
- Prepare students to enter the workforce and successfully navigate their career choices
- Engage alumni in their communities
- Increase four-year graduation rate
- Foster and promote healthy living by Binghamton students in support of lifelong success

EXAMPLES OF HOW WE MEASURE SUCCESS

- Percentage of students who took meaningful employment following graduation
- One-year retention rate
- Four-year graduation rate
- Percentage of undergraduates accepted to graduate school
- Percentage of students involved in high-impact experiences (internships, study abroad, service learning, undergraduate research)

Example of Round 1 project in Strategic Priority 2 Enhanced Center for Learning and Teaching

The primary objectives of this initiative are to position the Center for Learning and Teaching as a leader on campus, supporting excellence in student-centered learning as a cornerstone to our identity as a highly selective, residential campus, and to increase the four-year graduation rate and improve retention. All leading objectives have been met. Coordination with the Learning Environment Committee and Physical Facilities is on track to develop new standards for learning environments, and a state-of-the-art “learning studio” has been created to serve as a teaching laboratory, incorporating innovative educational technology, flexible layout and multi-use design. Mini grants to support instructional innovations by faculty, an expansion of the University Tutoring System, a national certification process, “road shows” to highlight the importance of effective teaching, and collaboration by EOP and athletics to coordinate training programs have been initiated.

For progress reports on all SP2 projects, visit binghamton.edu/roadmap.



Strategic Priority **3**

THE PREMIER PUBLIC UNIVERSITY OF THE 21ST CENTURY WILL UNITE TO FOSTER A DIVERSE AND INCLUSIVE CAMPUS CULTURE

WHAT WE WANT TO ACHIEVE

- Enhance diversity of the student population at both undergraduate and graduate levels
- Enhance diversity of the University's faculty, staff and administration
- Provide support services to all students, faculty and staff with special needs
- Elevate the culture of diversity and inclusiveness in the campus community

EXAMPLES OF HOW WE MEASURE SUCCESS

- Percentage of undergraduate students receiving Pell grants
- Graduation rate of underrepresented students
- Number of students, faculty and staff with special needs served by campus programs supporting these needs
- Percentage of underrepresented students, faculty and staff
- Campus climate survey results

Example of Round 1 project in Strategic Priority 3 **Creation of divisional/departments staff with diversity responsibilities**

Divisional diversity officers have been selected and will work with the chief diversity officer to oversee all aspects of diversity and inclusiveness initiatives, with a primary focus on identifying, attracting and retaining highly qualified faculty, staff and students to Binghamton University. In addition, the Division of Administration received funding in the 2013–14 budget for this project, used in the following ways: Funding was provided to the Office of Diversity, Equity and Inclusion for recruiting; a division staff member was identified to oversee diversity responsibilities; a fellowship program for underrepresented people to gain access to the division will be instituted; and efforts will be made to hire underrepresented people in Physical Facilities. The Division of Student Affairs has established a diversity and inclusion programming council and seeded the council with program funds, with a charge to promote one or more focused initiatives that can impact a barrier to postsecondary student diversity and inclusion.

For progress reports on all SP3 projects, visit binghamton.edu/roadmap.

Strategic Priority 4

ENHANCE THE UNIVERSITY'S ECONOMIC, SOCIAL AND CULTURAL IMPACT THROUGH ENGAGEMENT FROM THE LOCAL TO THE GLOBAL LEVEL

WHAT WE WANT TO ACHIEVE

- Strengthen the University's economic impact on the local community
- Improve the University's social impact on the local community
- Enhance the University's cultural impact on the local community
- Improve the University's social impact on the global community
- Enhance the University's cultural impact on the global community

EXAMPLES OF HOW WE MEASURE SUCCESS

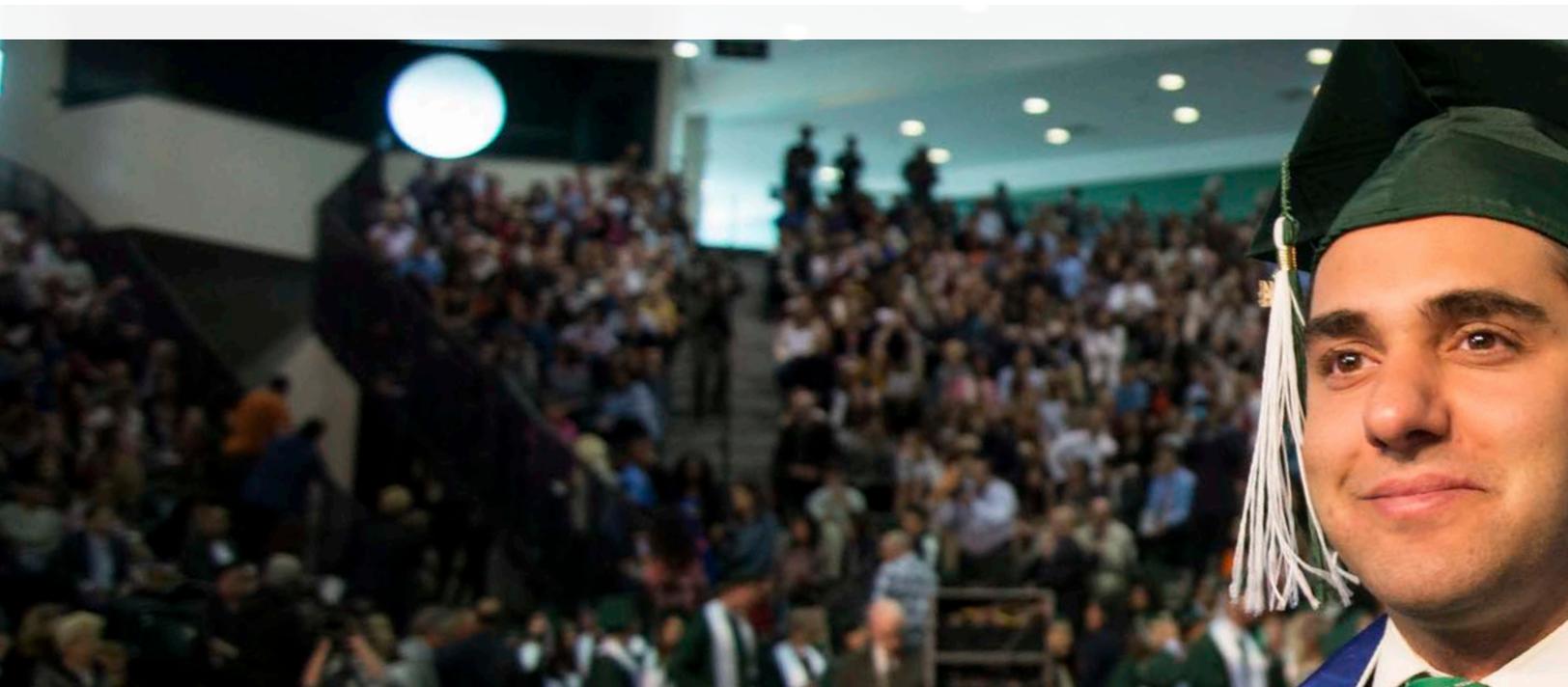
- Number of people participating in on-campus events
- Number of new companies associated with the University (Incubator, START-UP NY)
- Percentage of students involved in the local community via volunteerism, service learning, internships
- Number of students participating in a study abroad program
- Number of graduates who are living internationally

Example of Round 1 project in Strategic Priority 4

Promote international student success, retention and cultural integration through outstanding programs and services

Academic success, social adjustment and cultural integration are components of a premier education for international students. A strong international-student experience is likely to promote learning for domestic students through their interaction with international students. These outcomes require strong advising, support services and programming on campus. During the 2013–14 academic year, the team working on this project undertook discussions and gathered information and data to better understand international student success and the barriers to it. New staff members have also been hired to support the enhanced services that will be provided to international students.

For progress reports on all SP4 projects, visit binghamton.edu/roadmap.



Strategic Priority 5

OPTIMIZE THE ACQUISITION AND ALLOCATION OF HUMAN, TECHNOLOGICAL, FINANCIAL AND PHYSICAL RESOURCES

WHAT WE WANT TO ACHIEVE

- Develop the financial resources necessary to achieve the University's goals
- Optimize staff and faculty resources
- Expand technological resources
- Upgrade physical infrastructure of campus

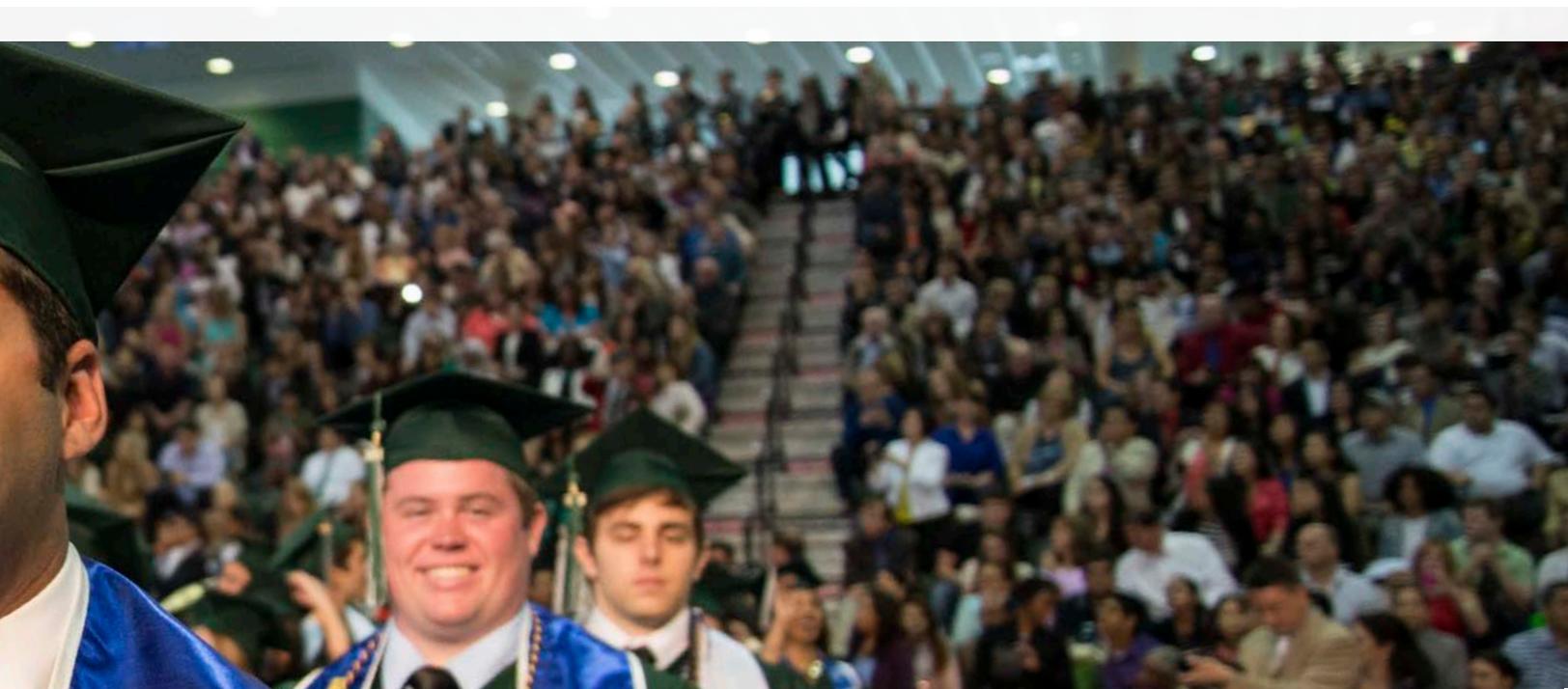
EXAMPLES OF HOW WE MEASURE SUCCESS

- Total University revenue
- Campus incident report index
- Gift and donation revenues
- Student to tenure-track faculty ratio
- Campus building space by type/full time employee

Example of Round 1 project in Strategic Priority 5 **Increasing and improving instructional space**

As part of ongoing campus construction, with a goal of updating the campus physical infrastructure, two new, well-designed and well-equipped classrooms were completed in fall 2013. Immediate feedback was favorable and the impact of the new spaces will be monitored by continually soliciting input. The University's construction plan continues to increase or enhance instructional spaces throughout campus and will be regularly monitored and updated based on information received to ensure it is achieving its goal to meet or exceed faculty and student needs.

For progress reports on all SP5 projects, visit binghamton.edu/roadmap.



ROUND 2

Funded Projects

1. Undergraduate and graduate recruitment
2. Graduate student support
3. Binghamton Plus program
4. Academic affairs staffing
5. Undergraduate advising
6. Transdisciplinary Areas of Excellence
7. Entrepreneurship and innovation partners
8. Language Center
9. Start-up supplemental support
10. Office of Diversity, Equity and Inclusion

For a list of funded projects, visit
binghamton.edu/president/road-map/process-update.html

ROUND 3

Road Map Budget Timeline

SEPTEMBER 23

Call for proposals

DECEMBER 1

Proposals due

DECEMBER 18

Steering Committee meeting

JANUARY 5

Division heads submit prioritized list of projects to president

JANUARY 15

Division priorities provided to Faculty Senate Budget Review Committee

MID-FEBRUARY

Division heads meet with Faculty Senate Budget Review Committee to discuss proposals

MARCH 15

Faculty Senate Budget Review Committee provides input to president and vice presidents

MARCH 19

Steering Committee meeting

MAY 10

Division heads submit list of projects to Steering Committee and Faculty Senate Budget Review Committee

JUNE 1

Faculty Senate Budget Review Committee feedback to president

JUNE 18

Road Map Steering Committee meets to prioritize projects for funding

JULY 15

President and provost provide funding decisions to campus

