

STRATEGIC PLANNING GROUP
Progress Report on Goals and Objectives
November 12, 2004

Legend for *Status* terms.

Completed. Definition self evident

Nearly Completed/Significant Progress. The College has made substantial, measurable, and largely successful advances in meeting this objective. Completion of the goal is imminent, perhaps as early as within one year.

In Progress. The College is actively working on this objective; recent gains or advances toward its completion are identifiable; progress toward completion is ongoing although the College does not necessarily anticipate completion of the objective within the next year.

Limited Progress. The objective remains an active interest of the College; principal responsibility has been assigned to a division and/or unit; recent gains or advances toward its completion are few at most; the College anticipates that the status of this objective will improve to "In Progress" or higher within the next year.

Goal I. Provide every student the highest quality education through a rigorous, challenging, and active learning experience in close working relationships with faculty and staff, that encourages intellectual engagement and personal growth.

<i>Objective</i>		<i>Status</i>	<i>Responsibility</i>	<i>Status Notes</i>
I, i.	Make first year seminars available to all first year students.	<i>Completed</i> <i>(Fall 2001)</i>	Academic Affairs	Writing Seminar (INTD 105) now required for all first year students. First Semester Seminar (INTD 101) available as an elective. In addition, a high-tech, flexible classroom, dedicated to Writing Seminar, was put in use in Fall, 2004.
I, ii.	Make a capstone experience available to all students in their final year.	<i>Nearly Completed</i> <i>/Significant Progress</i>	Academic Affairs	21 majors have capstones (19 of these are required); an additional 3 majors are interested in creating capstones.
I, iii.	Undertake a study of the curriculum.....	<i>In Progress</i>	Academic Affairs	Review of the curriculum is an ongoing process; a major study is anticipated in 2005-2006.
I, iv.	Examine the effectiveness of academic advisement and propose changes that might be needed in order to improve the quality of academic advisement.	<i>Limited Progress</i>	Academic Affairs	Evaluation of academic advisement will begin in Spring, 2005.
I, v.	Reduce the student: faculty ratio to a level commensurate with those of the nation's leading public liberal arts colleges and comparable, highly selective private liberal arts colleges.	<i>Limited Progress</i>	President and Academic Affairs	Progress has been limited by budget constraints.
I, vi.	Expand opportunities for interdisciplinary and integrative teaching and learning.	<i>Limited Progress</i>	Academic Affairs	Implementation awaits the outcome of Objective I, iii.

Goal II. Recruit, support, and foster the development of a diverse community of outstanding students, faculty, and staff.

<i>Objective</i>	<i>Status</i>	<i>Responsibility</i>	<i>Status Notes</i>	
II, i.	Establish a Faculty Center for Excellence in Teaching and Learning.	<i>Completed</i> (Spring 2002)	Academic Affairs	The Teaching and Learning Center began operation in Spring 2002; the Director became full-time in Fall 2003.
II, ii.	Establish an ESL Center to provide instruction, advisement and other appropriate services to students who are non-native speakers of English.	<i>Limited Progress</i>	Academic Affairs	Objective introduced March 2004. Substitutes for original II, ii, Academic Achievement Center. Office space has been created in Milne Library.
II, iii.	Increase the percentage of minority students in the student body.	<i>In Progress</i>	Admissions	New resources and admissions initiatives aimed at increasing % of minorities in student body have been instituted in the last two years; enrollment data for 2003 and 2004 point to progress in this area.
II, iv.	Establish a support and rewards system to facilitate and recognize staff accomplishments.	<i>In Progress</i>	Administration & Finance	New Geneseo Pride and SEE programs were initiated in 2003-2004. President's Commission on Faculty Roles, Rewards, and Evaluation has submitted recommendations.
II, v.	Establish programmatic links with colleges and universities that enroll larger percentages of racially and ethnically diverse students than Geneseo does.	<i>Limited Progress</i>	Academic Affairs	Discussions in progress with Virginia State University; other partnerships sought.
II, vi.	Systematically gather quantitative data on faculty and staff who leave Geneseo; use the data to improve faculty/staff retention and recruitment, enhance the quality of the employment experience, and produce reports and assessments as needed to ensure effective institutional support for faculty and staff.	<i>In Progress</i>	Administration & Finance	HR Office has begun conducting regular exit interviews with full-time faculty and professional staff who leave the College for reasons unrelated to dismissal or retirement.

Goal III. Enrich the collegiate experience by strengthening the integration between curricular and co-curricular programs.

<i>Objective</i>	<i>Status</i>	<i>Responsibility</i>	<i>Status Notes</i>
III, i. Articulate the College's expectations for student involvement in developmental activities that facilitate student success in the first year.	<i>In Progress</i>	ST & CL and Academic Affairs	Associate Dean of Students appointed from the faculty in Spring 2004 to integrate efforts toward this goal.
III, ii. Create and distribute a list of co-curricular activities that would facilitate the awareness of and participation in special events, and expand the opportunity to integrate these events into the curriculum.	<i>In Progress</i>	ST & CL	Student and Campus Life began publishing an annual co-curricular bulletin in Fall 2003.
III, iii. Assist students in taking the initiative to involve faculty and staff in the residential life of the campus; develop innovative programming, such as a Faculty/Staff Associates Program, to foster closer relationships between faculty and Residence Life.	<i>In Progress</i>	ST & CL	Two residence hall language floors; Faculty Fellows dining program; registration assistance program; faculty cooperation with Cruise Around the World and Tunnel of Oppression; other activities.

Goal IV. Cultivate relationships between the College and the wider community that support college programs and serve the community.

<i>Objective</i>	<i>Status</i>	<i>Responsibility</i>	<i>Status Notes</i>
IV, i. Articulate the College’s expectations for promoting the involvement of its students, faculty, and staff in relevant community service.	<i>In Progress</i>	All Divisions	Office of Student Volunteerism and Service Learning has begun “Served 2 Learn Program.” American Democracy Project has defined objectives for civic engagement and has initiated projects.
IV, ii. Assess and document the community’s desire, expectations, and needs for involvement in College activities and programs provided by the College.	<i>In Progress</i>	Academic Affairs	Needs assessment a possible undertaking by American Democracy Project
IV, iii. Implement a plan to fully inform the surrounding communities of the services and events of the College available to them.	<i>In Progress</i>	College Advancement	The College posts a comprehensive schedule of events on the College home page; a special calendar of events is published weekly in local newspapers, and weekly on-line ENCompass has been initiated. Direct media contacts to promote visibility for campus news and events have increased.
IV, iv. Conduct an economic impact study to encourage partnerships in Western NY with faculty, staff, and students.	<i>In Progress</i>	President’s Office	Delegated to Academic Affairs/School of Business.
IV, v. Build on the current partnerships with the Rochester City Schools and increase purposeful involvement in area school districts.	<i>In Progress</i>	Academic Affairs	Several new agreements with RCSD and area schools; a pending agreement with Genesee Valley BOCES to provide a graduate course for teachers.

Goal V. Expand funding for institutional priorities and initiatives through public and private support, grants, and entrepreneurial activities.

<i>Objective</i>		<i>Status</i>	<i>Responsibility</i>	<i>Status Notes</i>
V, i.	Implement a comprehensive five-year plan to increase private support from alumni, friends, corporations, and foundations.	<i>In Progress</i>	College Advancement	Expanded major and planned giving programs have increased private support to more than \$2 million annually for past two years. Planning for new major fundraising campaign has begun.
V, ii.	Increase the total annual sponsored research funding to one million dollars by 2005.	<i>Completed</i> (2002-2003)	Academic Affairs	This objective has been met or exceeded each year since 2002-2003.
V, iii.	Create an Advisory Group on Philanthropy and Advancement with faculty, staff, and students to foster communication and encourage participation in activities designed to build understanding and support for the College.	<i>Completed</i> (2003-2004)	College Advancement	The Council has meet twice since Spring 2004 and is assisting in efforts to encourage private support from faculty and staff.

Goal VI. Promote Institutional effectiveness through ongoing assessment in every program.

<i>Objective</i>		<i>Status</i>	<i>Responsibility</i>	<i>Status Notes</i>
VI, i.	Assess the College's overall progress in meeting its mission, goals, objectives, and values across the institution at levels consistent with external accreditation standards.	<i>Completed (2002) & In Progress</i>	All Divisions	Completed per Middle States review of college assessment activity (Report: March 2002). Middle States Periodic Review due in Spring 2007.
VI, ii.	Implement an assessment plan for each department and administrative unit to ensure the fulfillment of each unit's objectives consistent with the mission, goals, and values of the College.	<i>Nearly Completed /Significant Progress</i>	All Divisions	All academic departments and most administrative units have assessment plans and assessment results.
VI, iii.	Identify and establish the appropriate administrative structure necessary for the implementation of this goal and coordinate the College's assessment efforts to complement prior assessment efforts and to avoid duplication of effort.	<i>Limited Progress</i>	All Divisions	This objective is the product of a merger of original Objectives VI, iii and VI, v (4/04) and will be under discussion in 2004-2005.
VI, iv.	Ensure that assessment becomes a routine professional activity of faculty and staff in every academic and administrative department.	<i>Significant Progress</i>	All Divisions	Assessment is occurring on a yearly basis in all divisions. Staff development assessment workshops have been held (both campus-wide and within divisions), and assessment is being introduced into formal professional expectations.
VI, v.	Perform assessment to ensure effectiveness of division and unit assessment plans and procedures.	<i>Limited Progress</i>	All Divisions	Objective introduced 5/04.

GOAL VII. Provide facilities, equipment, technology, and a physical environment (of a quality) consistent with the College's aspirations for national recognition.

Note: This is a new goal introduced for campus discussion in Spring 2002.

<i>Objective</i>		<i>Status</i>	<i>Responsibility</i>	<i>Comments</i>
VII, i.	Develop and implement five-year comprehensive plans for: capital construction and renovation; equipment renewal and replacement; information technology; campus grounds; and athletics.	Objective under discussion	Administration & Finance	The Division will be conducting a space programming plan for our academic space either this fiscal year or next. Equipment renewal plans will be forthcoming. An inter-divisional Technology Planning Committee was created in Fall 2003.
VII, ii.	Ensure that the implementation of College projects and daily work responsibilities are carried out to meet or exceed published health and safety codes and standards, reflect a commitment to environmental stewardship, and promote a high quality work environment.	Objective under discussion	Administration & Finance	This is a goal that will always be in progress in that it is not, strictly speaking, measurable, but the Division makes every possible effort to meet this objective every day.