



GENESEO

ANNUAL REPORT

2020-2021



A MESSAGE FROM

President Denise A. Battles, PhD

PRESIDENT'S MESSAGE

Periods of crisis and upheaval reveal much about the strengths and character of an institution. SUNY Geneseo experienced multiple challenges this year, including disruptions associated with the pandemic, financial uncertainty, and a need to grapple with issues of racism, intolerance, and inequality. It is to our credit, therefore, that we've accomplished so much. Thanks to the dedication of every member of the campus community, we've collaborated on foundational work—our strategic plan, mission and values, curriculum, and administrative and academic programs and functions—and the results of these efforts will move the College into the future stronger than it was before.

The College concluded work on our existing strategic plan, *Geneseo 2021: Seeing Beyond the Horizon*, ensuring that we addressed remaining outcomes and action items and establishing short-term goals for 2021–22. As our Strategic Planning Group (SPG) began developing the college's next strategic plan, we found ourselves at a critical juncture, needing to address some fundamental questions. What do we want Geneseo to be? What is our vision for the college we treasure? What does it look like for Geneseo to advance its status as a leading public liberal arts college that serves a 21st-century demographic?

The SPG began developing our next plan by reviewing and updating our mission and values—because having a shared purpose is essential for us to successfully work together and address our challenges. Over many months, the SPG undertook a transparent and inclusive process for gathering feedback from across the college community in an iterative process that included more than 35 brainstorming sessions with stakeholders and two college-wide surveys. The SPG then presented proposed revisions to the cabinet that reflect the sense of purpose and joy that we find in our work together at Geneseo. The SPG's critical and ongoing work will be informed by thoughtful input from the wider campus community and grounded in a realistic assessment of the college's financial status and enrollment trends.

Another step in our foundational work was to assess the campus' administrative and academic programs and functions in response to the college's economic challenges. While implementation will be ongoing, the goals of this analysis were to ensure the alignment of our programs and operations with our mission and values and address our structural budget gap by identifying opportunities for efficiency and strategic investment.

Finally, after four years of collaborative research, discussion, and deliberation, the College Senate passed a substantial change in our curriculum. The proposal presented by the Curriculum Design Working Group (CDWG) offered a dynamic curriculum that reflects our institutional focus on providing an inclusive, engaging, and relevant liberal arts experience. With a seamless transfer design, the CDWG proposal's foregrounding of diversity and pluralism, scientific literacy, global engagement, sustainability, and integrative and applied learning build on our institutional history and engage with some of the most pressing issues of our time. Despite the challenges posed by the pandemic, we came together as a college with a shared focus on designing a learning experience that reflects our core beliefs and values.

Although 2020–21 was a stressful year, and many in our community experienced painful personal circumstances, we at SUNY Geneseo also learned about our strengths. In a moment that required engagement, collaboration, collegiality, and a forward-looking perspective, we leaned into challenges and made strides in recommitting to our institutional identity, sense of purpose, and shared strategic goals. None of this could have been done without the tireless efforts of the people on this campus who care about the College, are committed to our continued success, and believe in the inherent value of a public liberal arts education.

Sincerely,

Denise A. Battles, PhD
President



OUR PANDEMIC YEAR

July 2020–June 2021

The pandemic affected every aspect of Geneseo’s 2020–21 academic year, from academics to athletics, from campus life to student health.

2020

AUGUST 27-28:

Welcoming convocations for new students and faculty and staff were held virtually and included keynote addresses by SUNY Geneseo President Denise A. Battles, associate professor of anthropology Melanie Medeiros, and alumni speaker Kwame Taylor-Hayford '04.

OCTOBER 19:

The SUNYAC canceled winter sports.

JULY

JULY 3:

The College launched Restart Geneseo, the fall plan that welcomed students, faculty, and staff back to campus for the Fall 2020 semester with new health and safety protocols.

JULY 20:

The SUNY Athletic Conference (SUNYAC) announced that, in response to ongoing health and safety concerns, its member institutions would suspend fall sports competitions and delay winter conference and non-conference schedules until January 2021.

AUG

SEPTEMBER:

Geneseo First Response, a student-run volunteer organization that provides emergency medical services to the campus community, worked closely with Student Health and Counseling, the University Police Department, Human Resources, and other campus administrative offices to schedule and supervise the SUNY-mandated pooled testing program, which encompassed more than 700 Geneseo students and an increasing number of employees each week.

OCT

NOVEMBER:

All students with an on-campus presence, as well as a random selection of the approximately 590 on-campus employees, were tested before the Thanksgiving break. Most students left Geneseo and remained home for the duration of the semester.

NOVEMBER 30:

All classes went fully remote, and in-person student activities were limited.

NOV

DEC

JAN

JANUARY 4:

Geneseo’s intersession term expanded its online offerings to more than 70 online classes, with many double sessions and more than 1,900 virtual seats available.

FEB

FEBRUARY 1:

Classes began for the spring semester, deferred from the traditional January start date. Geneseo held the first full week of classes online.

FEBRUARY 8:

Following SUNY system guidelines, the College began weekly testing of all students residing on campus, off campus in Geneseo, or commuting to Geneseo during the spring semester, as well as all faculty and staff with a regular on-campus presence.

MAR

MARCH 20:

The SUNYAC resumed spring sports, allowing Geneseo’s lacrosse, softball, tennis, and track and field teams to participate in spring competitions.

APR

APRIL 26-30:

The College held its 15th annual—and second virtual—GREAT Day celebrating students’ creative and scholarly endeavors.

MAY

MAY: The Admissions Office began offering on-campus summer tours for prospective students and families.

MAY 12: Geneseo launched the first event of its hybrid commencement—a procession and recognition event for graduates, including a procession in regalia, a march into the stadium to “Pomp and Circumstance,” a stage crossing and name announcement, and a commemorative photo.

MAY 22: SUNY Geneseo launched its virtual commencement ceremony, including a degree conferral and a program of student, guest, and college speakers.

JUNE

JUNE:

Summer research activities resumed on campus, and the College began planning for a safe return to in-person classes in the fall.

2021

FALL 2020 Incoming Class

First-time, full-time undergraduates	894
Transfers	209
Graduate students	42
Average SAT	1231
Average ACT	27
Average GPA	92.70
Multicultural	146 or 16.3%
Different states	9
Different countries	3

RANKINGS AND RECOGNITION

NATIONAL RANKINGS

U.S. NEWS AND WORLD REPORT:

SUNY Geneseo ranked third in Top Public Schools in the North, retaining the same high rank earned in 2020. Geneseo also ranked fourth in the regional Best Undergraduate Teaching category and fifth in the regional Most Innovative School category. Overall, SUNY Geneseo jumped one spot to earn the 13th slot in the Best Regional Universities in the North list, which comprises nearly 200 public and private institutions in the *Best Colleges 2021* guidebook.

WASHINGTON MONTHLY:

Geneseo ranked fourth overall among 614 master’s universities in the nation on its 2020 Master’s University Rankings for its contributions to the public good across three broad categories: social mobility, research, and promoting public service. It’s the eighth year in a row that Geneseo has been in the top five of the master’s list. SUNY Geneseo also landed in the top third of the nearly 400 colleges and universities on the list 2020 Best Bang for the Buck Rankings: Northeast and was named to the unranked Best Colleges for Student Voting honor roll.

THE PRINCETON REVIEW:

The education services company featured the College in its 2021 edition of *The Best 386 Colleges*. Only 14 percent of America’s 2,800 four-year colleges appear in the popular ranking book. Geneseo was also named one of the 200 Best Value Colleges for 2021 for undergraduate education for students seeking a superb education with great career preparation at an affordable price, and it appears on Princeton Review’s regional Best Northeastern Colleges list, considered by the review as “academically outstanding.” Colleges that appear on these lists are not in a ranked order.

FISKE GUIDE TO COLLEGES:

SUNY Geneseo was selected for its outstanding educational value and high-quality academics. The 2021 edition of the guide says that “Geneseo is a preferred option for New Yorkers who want the feel of a private liberal arts college at a public school price.”



COLLEGE RANKED IN TOP 10 IN FOUR-YEAR GRADUATION RATES

The Chronicle of Higher Education recognized SUNY Geneseo as ninth in the nation for four-year graduation rates at highly residential public institutions. Geneseo appears in the top 10 alongside schools such as the College of William and Mary and the College of New Jersey, as well as much larger institutions such as the University of North Carolina at Chapel Hill and the University of California at Los Angeles. According to the National Student Clearinghouse, a provider of educational reporting and student data resources, the average four-year graduation rate for public colleges and universities is only 35 percent. SUNY Geneseo takes great pride in having one of the best four-year graduation rates in the country (72 percent) and is consistently in the top 10 nationally.



GENESEO EARNED U.S. GREEN SCHOOLS AWARD

SUNY Geneseo earned a 2020 Green Schools Award from the U.S. Green Building Council for the sustainability-minded design, construction, and operations of Red Jacket Dining Complex. The council had previously awarded Red Jacket a Gold Certification in Leadership Energy and Environmental Design (LEED). LEED is the most widely used green building rating system in the world and is a framework that project teams can apply to create healthy, highly efficient, and cost-saving green buildings. LEED certification is a globally recognized symbol of sustainability achievement.



NASPA DESIGNATED GENESEO A VOTER FRIENDLY CAMPUS

Geneseo was designated a Voter Friendly Campus for 2019–20 through a program sponsored by NASPA—Student Affairs Administrators in Higher Education and Fair Election Center’s Campus Vote Project. In addition, Geneseo’s 2020 Democratic Engagement Campus Action Plan was ranked as “established,” the highest possible ranking.

The program requires campuses to engage their student body and promote voter registration and voting as part of their institutional mission. It aims to bolster efforts that help students overcome barriers to participating in the political process and develop a culture of democratic engagement on campus. Both distinctions are due in large part to efforts by the Geneseo Votes Coalition, an ambitious student-driven voter registration effort. Geneseo has held the “Voter Friendly Campus” designation each year since the program started in 2016.

GENESEO NAMED A TOP FULBRIGHT PRODUCER FOR FOURTH YEAR RUNNING

For the fourth time in the college’s history and the fourth consecutive year, SUNY Geneseo has been named a Top Producer of U.S. Student Fulbright awards, the State Department’s Bureau of Educational and Cultural Affairs announced in its annual article in *The Chronicle of Higher Education*.

Eight Geneseo alumni won U.S. Student Fulbright awards for 2020–21, placing the College second among the over 740 Carnegie Classification master’s degree institutions, behind only the University of Portland. Geneseo has finished in the top three nationally in that classification for the past four years. For the 2017–18 Fulbright cycle, Geneseo was the first dedicated SUNY institution to be named a Top Producer of U.S. Student awards in any category—bachelor’s, master’s, research, or special-focus four-year institutions. This is the eleventh year that the U.S. Department of State has issued an annual list of Top Producer institutions in the *Chronicle*.



SUNY GENESEO NAMED TWO NEW CABINET OFFICERS

Michael Taberski, EdD, began as the college's vice president for student and campus life in July. Prior to joining Geneseo, he served as the vice president of student affairs at New England College (NEC) in Henniker, NH, a private liberal arts, doctorate-granting institution. While at NEC, Taberski founded the college's Office of Diversity and Inclusion and was instrumental in improving student support programs, revitalizing the college's emergency management plan, and improving town/gown relationships. Previous appointments included the dean of students at Mount St. Mary's University in Emmitsburg, MD, and assistant director of student life at Loyola University Maryland in Baltimore, MD, among others. As vice president, he leads the student and campus life administrative team, who are engaged in providing an array of dedicated services that support SUNY Geneseo's on- and off-campus students.

Kerri Howell '97 joined Geneseo as chief communications and marketing officer, a cabinet-level position, in July. She previously served as the director of communications and media at the Martin J. Whitman School of Management at Syracuse University and as the director of public relations and marketing at St. Joseph's Hospital Health Center, also in Syracuse. Howell also served as an adjunct professor at SU's S.I. Newhouse School of Public Communications since 2004, teaching undergraduates and graduates in advanced and digital public relations writing, public relations research, and public relations management. As the chief communications officer, Howell oversees a team responsible for Geneseo's public relations, media relations, website, social media, and graphic design standards, as well as playing a leadership role in emergency and crisis communication efforts.



TWO SENIORS RECEIVED SUNY CHANCELLOR'S AWARD FOR STUDENT EXCELLENCE

Geneseo students Awab Shakat '21 and Sakura Hamazaki '21 were chosen for the 2021 SUNY Chancellor's Award for Student Excellence (CASE) to recognize their outstanding achievements demonstrating the integration of SUNY excellence within their lives, including academics, leadership, campus involvement, community service, or the arts. Shawkat and Hamazaki were honored in a virtual CASE Excellence awards ceremony in April.

Awab Shawkat, a psychology major with a College Honors Program minor, was a 2020–21 McNair Scholar and active in academics, research, and student organizations. He was vice president of Geneseo's chapter of Best Buddies, an international organization that fosters interaction between college students and individuals with intellectual and physical disabilities. Shawkat worked as a research assistant for distinguished teaching professor of psychology Ganie DeHart, served as a Letchworth State Park historian, and conducted an Atlanta community research study supported by the National Science Foundation.

Sakura Hamazaki, a biology major with a mathematics minor, was a researcher, student-athlete, mentor, and leader. She held dual research assistantships in the departments of chemistry and biology, and she presented her research at the American Chemical Society Fall 2019 National Meeting and Exhibition. As a member of the women's swimming and diving team, Hamazaki worked with athletics and leadership staff to create the Student-Athlete Mentor Program in 2019. She was also a GOLD mentor and taught dozens of time management, team building, and other peer workshops.

TWO NAMED SUNY DISTINGUISHED PROFESSORS

Two Geneseo faculty members, Robert Goeckel and Gerard Floriano, were awarded SUNY distinguished faculty honors in December by the SUNY Board of Trustees. Distinguished professors are chosen for their national or international prominence and a distinguished reputation within their field through significant

contributions to research and scholarship, artistic performance, or achievement in the fine and performing arts. The distinguished service professorship is conferred upon instructional faculty having achieved a distinguished reputation for service not only to the campus and the university, but also to the community, the State of New York, or the nation, by sustained effort in the application of intellectual skills drawing from the candidate's scholarly research interests to issues of public concern.

Robert Goeckel, professor of political science and international relations, has been named a distinguished professor. A specialist in European politics, his research focuses mainly on the relationship between church and state and the role of religion and politics, including the Communist period. Among his many accomplishments, Goeckel has received several Fulbright/IREX awards and has published widely in major university presses and leading journals. He was instrumental in implementing and coordinating the college's international relations major. In 2004, he received the SUNY Chancellor's Award for Internationalization. He organized and led the Geneseo in Moscow study programs (2004–12) at Moscow State University and served as director of the SUNY Center for Study of the U.S. and Russia at Moscow State University (2000–01).

Gerard Floriano '84, professor and chair of the Department of Music and director of choral activities, has been named a distinguished service professor. Floriano has served as the director of the Geneseo Chamber Singers, the Geneseo Festival Singers, Spectrum, and Geneseo Men's Choir. He designed the Department of Music's first advisement track for music education in partnership with the Eastman School of Music. Floriano is also the founder and artistic director of Finger Lakes Opera and has served as music director of the Greater Buffalo Youth Orchestra, resident conductor of the Brevard Summer Music Festival, and director of the Italy Opera Viva! Conductor's Institute in Verona, Italy. In 2007–08, Floriano received the SUNY Chancellor's Award for Excellence in Scholarship and Creative Activity.

FIRST-GEN STUDENT EARNED SUNY'S EOP NORMAN R. MCCONNEY JR. AWARD FOR STUDENT EXCELLENCE

SUNY Geneseo student **Tshering Sherpa '21** was one of 45 students in SUNY's Educational Opportunity Program (EOP) to receive the Norman R. McConney Jr. Award for Student Excellence. The award recognizes outstanding EOP students for their academic achievements and overcoming personal obstacles throughout their lives. Sherpa, who double-majored in psychology and international relations with a minor in Spanish, was a first-generation college student with plans to become a human rights lawyer. She served as a research assistant in the Department of Psychology, a resident assistant, a resident assistant for International Student Experience, a McNair Scholar, a Jewish Foundation for the Education of Women SUNY Global Affairs Scholar, and a career peer mentor. She also earned a Fund for Education Abroad scholarship to study in Spain and the U.S. Department of State's Benjamin A. Gilman International Scholarship to study in Thailand.

STUDENT LEADERSHIP WON THREE SUNY-WIDE AWARDS

The State University of New York Student Assembly, the official student governance organization for all 64 SUNY campuses, honored Geneseo's outstanding student efforts in April with SUNY Student Government Association awards in three of its five categories. The Geneseo Student Association (SA) received the Student Government Association of the Year in honor of its administrative advocacy related to diversity, equity, and inclusion improvements, as well as programming that engaged students in remote and on-campus learning. The SA also received an award for Best COVID-19 Leadership and Advocacy Initiative for extending the pass/fail policy in Fall 2020 to include major, minor, and concentration credits in the college's ongoing transition to remote classroom learning. The Student Club/Organization of the Year went to the Geneseo Black Student Union (BSU) for how well club efforts improved the student community that members represent and serve.



GENESEO NAMED NEW TITLE IX COORDINATOR

Marcus Foster, JD, joined Geneseo as Title IX coordinator in August. Before joining the College, Foster served as deputy Title IX coordinator at Shippensburg University, where he oversaw the university's intake and investigatory process into allegations of sexual misconduct and led the campus's prevention education. Foster also served as the 2017 Lutz Family Public Interest Fellow, working with individuals affected by domestic violence and sexual violence in Baton Rouge, Louisiana. As Title IX coordinator, Foster has a vital role in preventing and responding to incidents of sexual misconduct, including sexual harassment and sexual assault at Geneseo.

COLLEGE ADDED ACCELERATED MA IN HISTORY IN PARTNERSHIP WITH CLAREMONT U.

In the spring, the SUNY Geneseo Department of History entered into an agreement with Claremont Graduate University (CGU), Claremont, CA, to offer an accelerated bachelor's-to-master's program in history or cultural studies with a concentration in museum studies.

Geneseo students, regardless of major, can apply up to twelve credits from their senior year toward the 40-unit master's program at CGU. As a result, the Claremont program can be completed in well under the usual two years and can be achieved as quickly as one year. Also, CGU will provide financial support for Geneseo students admitted to the program with a minimum fellowship of \$5,000 per semester. The program lets students build on the liberal arts education at Geneseo while putting them on a fast-track to earn an MA at a competitive graduate program. The partnership with CGU reflects the creativity of Geneseo in providing beneficial opportunities for its students and the college's place as a leading liberal arts institution.

ANTIRACISM INCORPORATED INTO CURRICULUM

Academic Affairs took action to increase and highlight racial justice and antiracism in the curriculum in several ways. Various academic departments developed new coursework focused on antiracism and racial justice, and many of those new courses were taught during the Intersession and Spring 2021 terms. Several departments also incorporated antiracism throughout their curriculum rather than in selected courses. The psychology department faculty, for example, met regularly to share ideas about new antiracist pedagogical approaches and materials that could be integrated into all their courses. Finally, Academic Affairs has begun tagging antiracist courses each semester to ensure that students can easily find them.

PHILANTHROPIC GIVING EXCEEDED \$4.6 MILLION

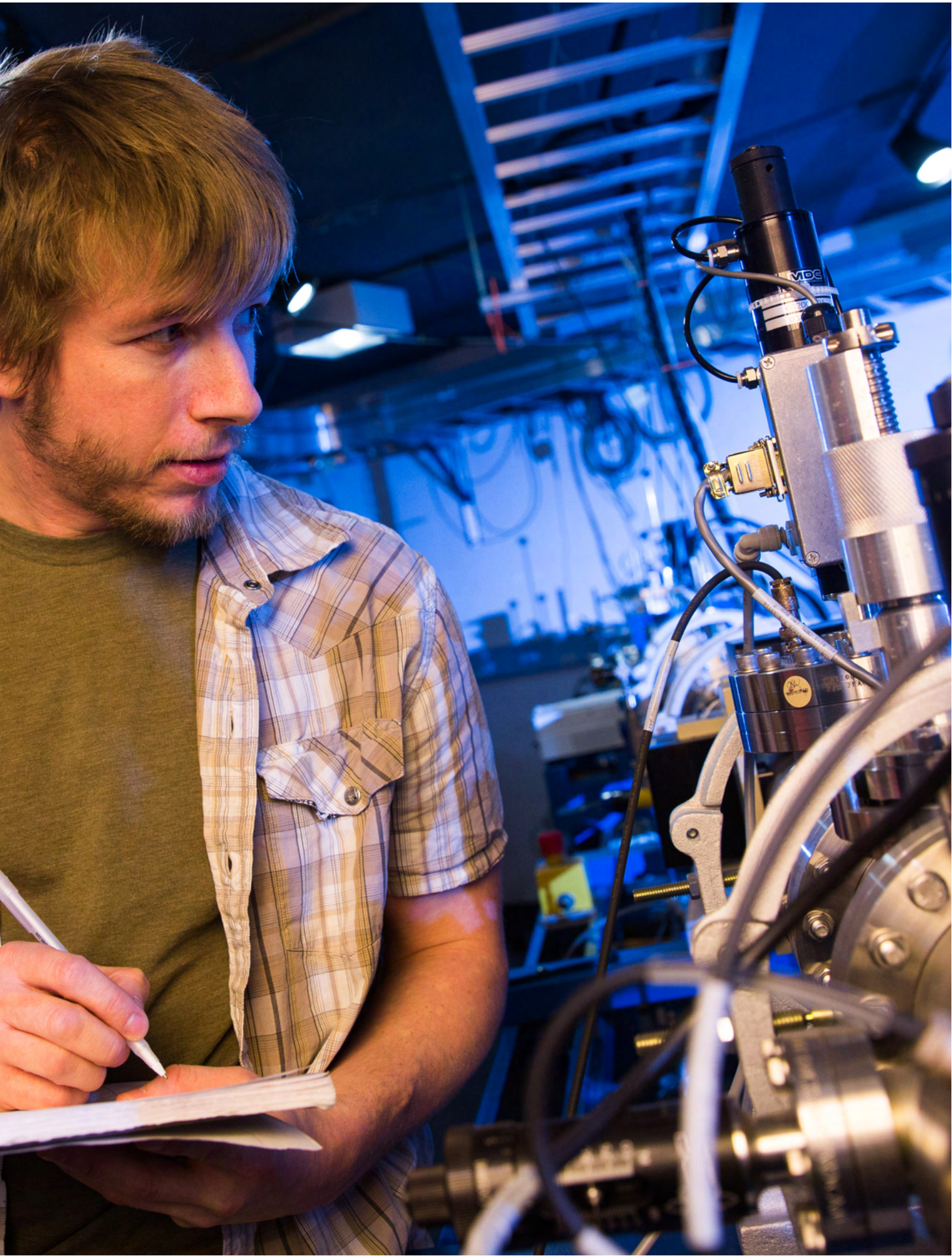
The past year has challenged the SUNY Geneseo community to come together like never before. Thanks to the generosity of alumni, faculty, staff, parents, emeriti, and friends, philanthropic giving to the College through the Geneseo Foundation, Inc. totaled \$4,680,833, including outright gifts, commitments, and bequests. Among 4,566 donors were 3,145 alumni, who came together to support students and strengthen outcomes. In FY21, Geneseo provided 475 student scholarships and 293 student and faculty awards or grants, including undergraduate travel, research, creativity (TRAC) grants, assistantships, fellowships, and ambassadorships. The Geneseo Foundation endowment has grown to more than \$42.2 million, supporting current and future generations of Geneseo students.

GROWING ALUMNI ENGAGEMENT

The Office of Alumni Relations and SUNY Geneseo Alumni Association connect a network of more than 63,000 alumni from every state in the U.S. and 44 countries around the globe. In FY21, 1,258 alumni volunteered their time as board members, affinity and regional chapter representatives, social media ambassadors, and classroom speakers. There were 1,626 alumni who built connections through the Alumni Book Club and 69 virtual events, including campus and career chats, networking sessions, and lifelong learning opportunities. As of June 2021, nearly 900 alumni had created profiles as advisors on the Alumni Career Advisor Network, an online mentoring platform that links students with alumni to explore potential careers, job search advice, and networking opportunities.

SCHOOL OF EDUCATION HIRED NEW DEAN

In June, the Ella Cline Shear School of Education named **Jolanda Westerhof, PhD**, as dean after a competitive national search. Prior to Geneseo, Westerhof had taught at Grand Valley State University in Grand Rapids, MI, and Principia College in Elsah, IL. She also served in leadership roles at Principia and the Veritas Institute in St. Louis and was the director of teacher education and associate vice president for the Academic Leadership and Change Division at the American Association of State Colleges and Universities in Washington, DC. Westerhof received the David G. Imig Award for Distinguished Achievement in Teacher Education from the American Association of Colleges of Teacher Education (2018), the University Outstanding Teacher Award from Grand Valley State University (2006), and a Fulbright Lecture Scholarship at the Centre for Research and Training in Human Rights and Democratic Citizenship at the University of Zagreb, Croatia (2005). She holds a doctorate in curriculum and instruction from Indiana University, a master's in international affairs from Washington University in St. Louis, and a bachelor's degree in history and education from Principia College.





SUNY GENESEO 2020-21 DESIRED OUTCOMES AND RESULTS

SUNY Geneseo enjoys a distinctive niche within SUNY and indeed within the state as New York's only member of the Council of Public Liberal Arts Colleges (COPLAC). Over its 150-year history, the College has become one of the nation's premier public liberal arts institutions. In the midst of a rapidly changing higher education context and student demographics, the College serves its state by offering access to an outstanding liberal arts-focused education at an exceptional value and preparing the leaders who will run the economic, educational, cultural, and social engines of New York, thus benefiting the SUNY system as a whole.

During the 2015–16 academic year, the college's Strategic Planning Group engaged the entire SUNY Geneseo community to develop our five-year strategic plan, *Geneseo 2021: Seeing Beyond the Horizon*, with implementation starting in Fall 2016. As implied by its title, the plan was designed to see the College through its sesquicentennial year of 2021. The strategic planning activity provided the opportunity to refine SUNY Geneseo's pre-existing mission statement and values as well as to develop a campus vision centered on its public liberal arts identity.

To ensure its currency and timeliness, in 2018–19 the Strategic Planning Group refreshed the original five-year plan. That refreshed plan affirmed the strategic plan's four focus areas of Learning, Access and Success, Advancing the Public Good, and Resilience and Sustainability as well as the college's mission, vision, and values. The Desired Outcomes and Results associated with each of the four focus areas outline the college's activities during the plan's final year. In sum, these steps sought to advance SUNY Geneseo's vision to be "recognized widely for demonstrating the enduring power of a public liberal arts education."

LEARNING

DESIRED OUTCOME

New general education curriculum that operationalizes Geneseo Learning Outcomes for Baccalaureate Education (GLOBE) in place for incoming first-year education by Fall 2021.

RESULT

- The second reading of the new gen ed proposal before College Senate passed on May 11, with 97% voting in favor. The proposal that passed includes a target implementation date of Fall 2022.

DESIRED OUTCOME

Implement two new academic programs that will enroll at least 50 students total by Fall 2021.

RESULTS

- The data analytics curriculum was passed by the Committee on Undergraduate Curriculum (UCC) and approved by the College Senate in Spring 2021. External reviewers will be invited in early Fall 2021; the proposal will then be refined and submitted to SUNY and NYSED for final approval.
- The sustainability studies curriculum was passed by the UCC and approved by the College Senate in Fall 2020. The major has been fully approved by SUNY and NYSED. Recruiting and enrolling students will begin in Fall 2021.

DESIRED OUTCOME

Assess writing instruction at Geneseo and develop a plan for improvement by Spring 2020.

RESULT

- An assessment plan was developed based on suggestions from an external consultant and was ready to implement Spring 2020. Delayed by the pandemic, the plan was implemented in Spring 2021.

DESIRED OUTCOME

Develop an action plan to support internationalization of the curriculum by May 2021.

RESULTS

- The Curricular Design Working Group (CDWG) tagged courses that meet the “Global Awareness and Engagement” learning outcome in GLOBE and identified gaps in current curricula. This will inform a formal proposal for operationalizing all elements of GLOBE in the 2021–22 academic year.
- A draft strategic plan for curricular internationalization is complete and reflects CDWG prioritization of global learn-

ing. The draft is being circulated among campus stakeholders for feedback.

ACCESS AND SUCCESS

DESIRED OUTCOME

Transfer students will comprise 20% of the incoming class in Fall 2021.

RESULTS

While the final transfer student percentage won’t be known until the Fall 2021 census date, the following activities were completed in support of the outcome:

- We conducted two transfer student digital advertising campaigns in enrollment management’s requested markets, resulting in 74% more visits to/transfer web URLs as well as 13% more visits to our transfer landing page where students can apply or learn more.
- We partnered with the transfer-friendly Phi Theta Kappa (PTK) Honor Society, which gives us access to high-achieving transfer students through their lead generation portal, along with the ability to communicate directly with prospective students. PTK has recognized SUNY Geneseo as being one of the most transfer-friendly schools in the nation.
- The seamless transfer policy passed Senate in Spring 2021, and we changed practice on transfer articulation to be more transfer friendly; in Summer 2021, we met with community colleges to build relationships and assess how students find, compare, and select transfer institutions.

DESIRED OUTCOME

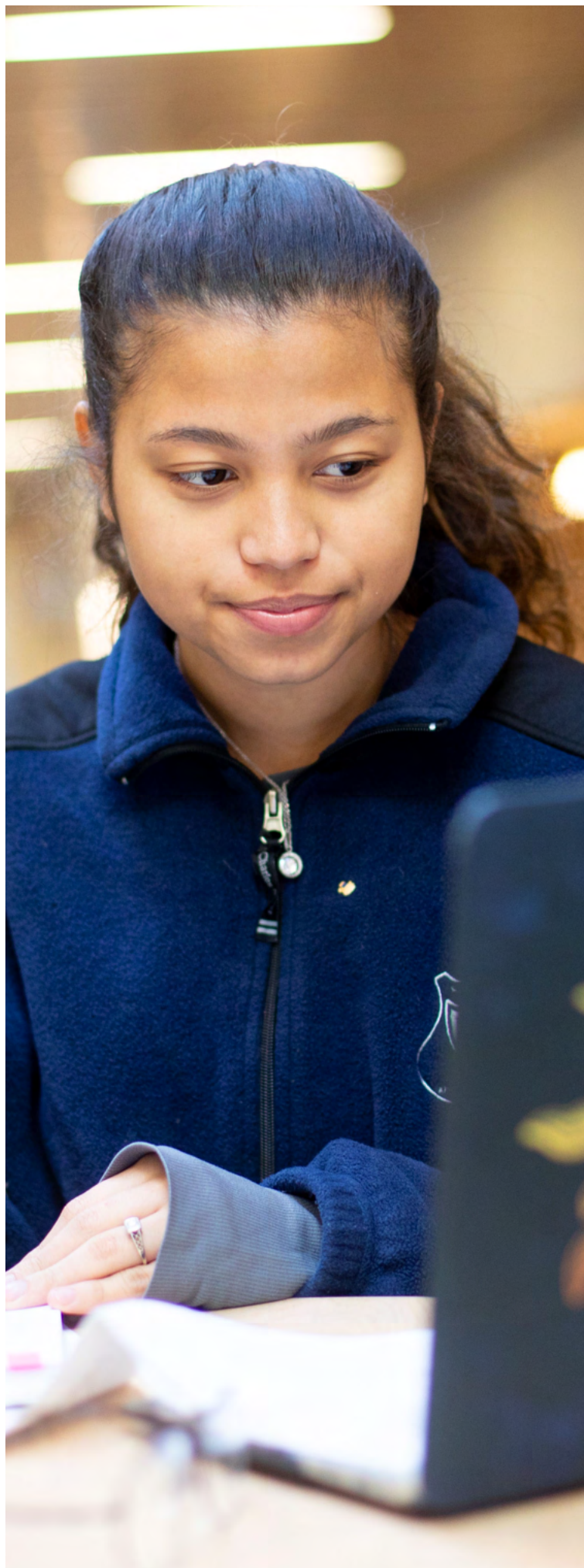
Reduce by 10 percentage points the six-year graduation rate gap between Black and Latinx students in comparison to white students.

RESULTS

The six-year graduation rate gap between Black and white students has dropped 15 percentage points; the gap between Latinx and white students has dropped 10 percentage points. The following activities supported that outcome:

- Faculty and staff training on advising undecided students is ongoing. Career Development has posted website content on choosing a major, and the Office of the Dean of Academic Planning and Advising (DAPA) is developing additional online resources for Students Exploring Majors (SEMs). Career Development has been working on increasing awareness and use of the FOCUS 2 online assessment tool.
- Between March 2020 (when all classes went online) and May 2021, faculty and staff used the Navigate Student Support system to send 2,826 “concern” alerts. All alerts include some





intervention, including automated emails letting students know their faculty are concerned with their well-being and class performance, direct outreach by advisors in the DAPA office, and outreach campaigns inviting students to schedule an appointment with an advisor (predominantly through KOALA, Knights Online Academic Learning Assistance).

- Twenty people participated in the pilot Advancing Cultural Competency Certificate Program (ACCC) in academic year 2018–19; 28 people participated in Fall 2019; 25 in Spring–Fall 2020; and 68 in Spring 2021. This exceeds our goal of 45 participants by May 2021.
- Multiple faculty and staff professional development opportunities are offered on an ongoing basis, including the ACCC Program. A professional development series was launched in Fall 2019 that offered six workshops on growth mindset and student success.

DESIRED OUTCOME

Hire from underrepresented backgrounds 20% of all new full-time faculty between October 2018 and June 2021.

RESULTS

- We hired 57 full-time faculty (including librarians) during the last three years. Of those 57, 21—or 36.8%—were from underrepresented groups, exceeding our goal of 20%.
- We made progress in developing a partnership with an HBCU or minority-serving institution; reviewed and revised the search committee handbook; hired a second PRODiG Fellow; and developed a new program to support inclusivity and diversity: Performance as Social Change Micro-credential.
- We used some of the Diverse Faculty Recruitment Fund to support several diverse hires by providing them with additional research support and salary funds. We will use the remaining funds to improve pipeline development and recruiting, especially by sending teams to some of the most critical recruiting conferences.
- We leveraged existing spaces, such as the Teaching and Learning Center (TLC), to better serve the interests of diverse faculty. There will also be TLC space in the remodeled Milne Library that can be used for a variety of TLC, DEI, and diverse faculty/staff programming and meetings.

ADVANCING THE PUBLIC GOOD

DESIRED OUTCOME

Develop a system for measuring student involvement in volunteerism, service-learning, internships, and student-faculty research linked to advancing the public good by May 2021.

RESULT

- We created a cross-divisional Integrative and Applied Learning (IAL) Team; our next steps will be designed with the results of campus conversations about implementation of the new General Education, especially the IAL requirement.

DESIRED OUTCOME

Increase by 10% the participation of underrepresented students in community-engaged curricular and co-curricular activities by May 2021.

RESULT

- Progress has been delayed due to challenges of matching students with community-engaged experiences during the pandemic.

DESIRED OUTCOME

Increase by 10% student-faculty research and academic-related activity impacting local and regional public good issues by May 2021.

RESULTS

The College achieved this outcome, supported by the following activities:

- The total dollar amount of grant awards received in 2020–21 for projects directly impacting local and regional public good issues exceeded by more than 10% the total dollar amount of awards in the same categories for 2019–20.
- The Center for Integrative Learning created the Rural Innovation Institute (through a Northern Border Regional Commission grant for \$152,000), which has already seen community collaborations via workshops in Design Thinking for Rural Innovation and Historic Preservation for Rural Renewal. This work is cohering efforts to connect college programming to local community needs.

DESIRED OUTCOME

Develop a campus strategic plan for community arts engagement and formalize at least one partnership with an area community arts organization by May 2021.

RESULTS

- A General Education course in conversation with the Visual Studies Workshop and taught by alumna Amanda Chestnut around her In This Moment project on Black leadership ran in Spring 2021.
- We continue to offer Art Talks every semester and are developing collaborations with the Genesee Valley Council on the Arts.

RESILIENCY AND SUSTAINABILITY

DESIRED OUTCOME

Develop and launch a comprehensive multi-year marketing and outreach strategy that engages students throughout the enrollment funnel, with the goal of broadening Geneseo's reach to diverse and academically minded students.

RESULT

- The COVID pandemic altered enrollment priorities around marketing and outreach. A new outreach campaign was implemented, focused on quality and affordability with the goal of broadening our reach to BIPOC, low-income, and first-generation students.

DESIRED OUTCOME

Develop a financial plan for future years that permits the College to continue to operate in a financially healthy and sustainable manner (recognizing pandemic impacts and need for changes).

RESULT

- The campus developed and implemented a budget response protocol due to the significant negative impact of the pandemic on our campus finances. Our response includes a hiring freeze, procurement expense controls, revenue-generation implementations, and program analysis and alignment. Our planned approach helps to address challenges; however, given the multi-million-dollar gap, continued focus on financial sustainability will be needed in coming years. This challenge is not Geneseo's alone as it is faced by many in the higher education market. Geneseo is responding within SUNY and state allowances.

DESIRED OUTCOME

Continue the planning process for the renovation of academic facilities to enhance student learning, and begin the renovation of two academic buildings.

RESULTS

- The Fraser Library renovation is complete and the facility is open. Campus and the State University Construction Fund (SUCF) have supported the plans for the remaining Sturges and Fraser Hall renovation projects; they are on pandemic-related funding holds and are expected to move forward when funding is allowed.
- The Milne Library Renovation Project, funded by SUCF, is proceeding and design is nearing completion.



2021-22 STRATEGIC PLAN

Our five-year strategic plan ends in 2021, an unprecedented time for the world in the midst of the worst pandemic in over a century. We are also preparing our self-study report for institutional accreditation, a time for reflection and analysis. Planning for an extended period does not feel possible when so much is uncertain. The College has elected to set its priorities for the next year only based on the focus areas from the previous strategic plan and the emerging priorities of the pandemic. The next five-year plan will be informed by the analysis of the accreditation process.

STUDENT SUCCESS AND WELL-BEING

DESIRED OUTCOME

Complete implementation of “A Geneseo Education for a Connected World” by May 2022.

ACTION ITEMS

- Complete and adopt recommendations for a new general education governance structure by May 2022.
- Design and adopt learning outcomes/rubrics for new general education areas by May 2022.
- Identify/tag courses for new general education areas by May 2022.
- Code DegreeWorks to reflect new general education program for all students as of Fall 2022.

DESIRED OUTCOME

Develop three or four new academic programs (such as micro-credential, certificate, graduate, or undergraduate).

ACTION ITEM

- Support and follow up on the work of Think Tank on the new curriculum and efforts of faculty who received course-load reallocations to develop new programs.

DESIRED OUTCOME

Refine Internationalization and Study Abroad Strategic Plans by May 2022.



ACTION ITEMS

- Restart study abroad programs as possible within system, state, and federal guidelines, risk management best practices, and staff capacity; continue to assess operations as needed in light of the pandemic.
- Finalize a strategic plan for campus internationalization that facilitates cross-divisional collaboration and increased visibility of efforts (including the curriculum, co-curriculum, student mobility, and international student recruitment).

DESIRED OUTCOME

Implement pilot of 20 online courses and develop a draft plan for digital learning at Geneseo by May 2022.

ACTION ITEMS

- Assess pilot of online classes.
- Develop and implement a plan for piloting online classes in Spring 2022.
- Work with the Center for Digital Learning to develop a draft plan for digital learning at Geneseo by May 2022.

DESIRED OUTCOME

Increase transfer students to comprise 15% of incoming class.

ACTION ITEM

- Work with the campus-wide Transfer Working Group to develop internal processes that support new incoming transfer students through the SUNY seamless transfer policy.

DESIRED OUTCOME

Maintain retention rate of 86% for first-year, first-time students.

ACTION ITEMS

- Expand EAB Navigate progress reports to include all first-year students and develop intervention pathways and priorities to ensure first-year students are set up for academic success.
- Convene a first-year experience working group with representatives from Student Life, Residence Life, DAPA, and the Provost's Office to coordinate cross-divisional efforts in onboarding new students (key issues include: transitioning to fall orientation model, assisting the new coordinator of first-year programs with onboarding, connecting first-year academic programming to co-curricular programs).
- Develop a sustainable model for scheduling and compensating instructors in the first-year seminar for undecided students (EXPL 101) and transfers (EXPL 201).
- Convene a follow-up to the Spring 2019 First-Year Seminar Summit with invitations to faculty responsible for first-year introduction to major courses embedded in academic programs (focus: share assessment data, discuss best practices, coordinate efforts).

FINANCIAL SUSTAINABILITY

DESIRED OUTCOME

Adapt the current budget.

ACTION ITEMS

- Adapt the current budget and related processes for the mid-pandemic state in conjunction with the campus community.
- Prepare for post-pandemic financial sustainability by supporting revenue generation and expense reductions where they make sense.

DESIRED OUTCOME

Revisit fundraising priorities to ensure continued alignment with the college's strategic plan.

ACTION ITEMS

- Continue our progress toward the public phase of a comprehensive fundraising campaign.
- Review 2021–22 Strategic Plan Goals to align fundraising with the action items and desired outcomes accordingly.

DESIRED OUTCOME

Secure \$5,000,000 in new gifts and pledges.

ACTION ITEM

- Execute fundraising strategic plan, including solicitation of major gifts and annual gifts in support of the Foundation.

DESIRED OUTCOME

Continue implementation of program analysis and alignment recommendations from the cabinet.

ACTION ITEM

- Have each cabinet member continue to lead program recommendations, adjustments, reorganizations, new revenue generation concepts, and other changes with input from the campus community; communicate the results to the campus community at least once per semester.

DIVERSITY, EQUITY, INCLUSION, AND RACIAL JUSTICE

DESIRED OUTCOME

Continue to develop a suite of professional development experiences through the Teaching and Learning Center that focus on anti-racism, inclusive pedagogies, and student well-being.





ACTION ITEM

- Organize seven events by May 2022 with themes of anti-racism, inclusive pedagogy, or student well-being.

DESIRED OUTCOME

Develop and implement a recruitment and yield model that attracts and enrolls 2–3% more BIPOC, low-income, first-generation students through the admissions and financial aid process.

ACTION ITEM

- Establish marketing communications strategic plan to attract BIPOC, low-income, and first-generation students as prospects, retain them as admits, and enroll them as students.

DESIRED OUTCOME

Increase transparency in data by regularly sharing disaggregated data where possible.

ACTION ITEMS

- Develop a data dashboard with at least five distinct data points to assist chairs and deans in making data-informed and equity-minded decisions related to curriculum, scheduling, hiring, and retention. Roll out the data points to chairs and deans with professional development. Complete the process by May 2022.
- Administer a campus-wide climate study by May 2022 and begin utilizing data to inform strategic planning related to issues of diversity, equity, and inclusion. Share disaggregated data where possible with other campus stakeholders to involve them in creating informed positive change.

DESIRED OUTCOME

Revise the guidelines for faculty evaluation at Geneseo with an equity lens by Summer 2022.

ACTION ITEMS

- Form a Faculty Evaluation Learning Community and develop a charge for the Learning Community by end of September 2021.
- Carry out Faculty Evaluation Learning Community charge and submit report of findings and recommendations to provost by May 2022.
- Implement new SOFIs based on the SOFI Learning Community and Faculty Affairs Committee resolution for the Fall 2022 SOFI administration.

DESIRED OUTCOME

Work to advance the planning for new multicultural center by May 2022.

ACTION ITEMS

- Find funding for a temporary multicultural space based on earlier planning efforts. Seek to launch temporary site during the Fall 2021 semester.
- Work with campus master planning initiative to determine long-term needs of multicultural programs and build them into master plan; further explore funding opportunities.

PLANNING FOR THE FUTURE

DESIRED OUTCOME

Complete the Middle States Self-Study and evaluation visit.

ACTION ITEMS

- Share the close-to-final draft of the Middle States Self-Study with the campus community by October 2021 and seek feedback and suggestions.
- Make final edits to report by end of January 2022; once final approval is granted, upload the report to the Middle States portal with the supporting evidence.
- Host evaluation team in April 2022.

DESIRED OUTCOME

Develop five-year strategic plan, integrating recommendations from Middle States Self-Study report, BPC, and Revenue Generation where appropriate.

ACTION ITEMS

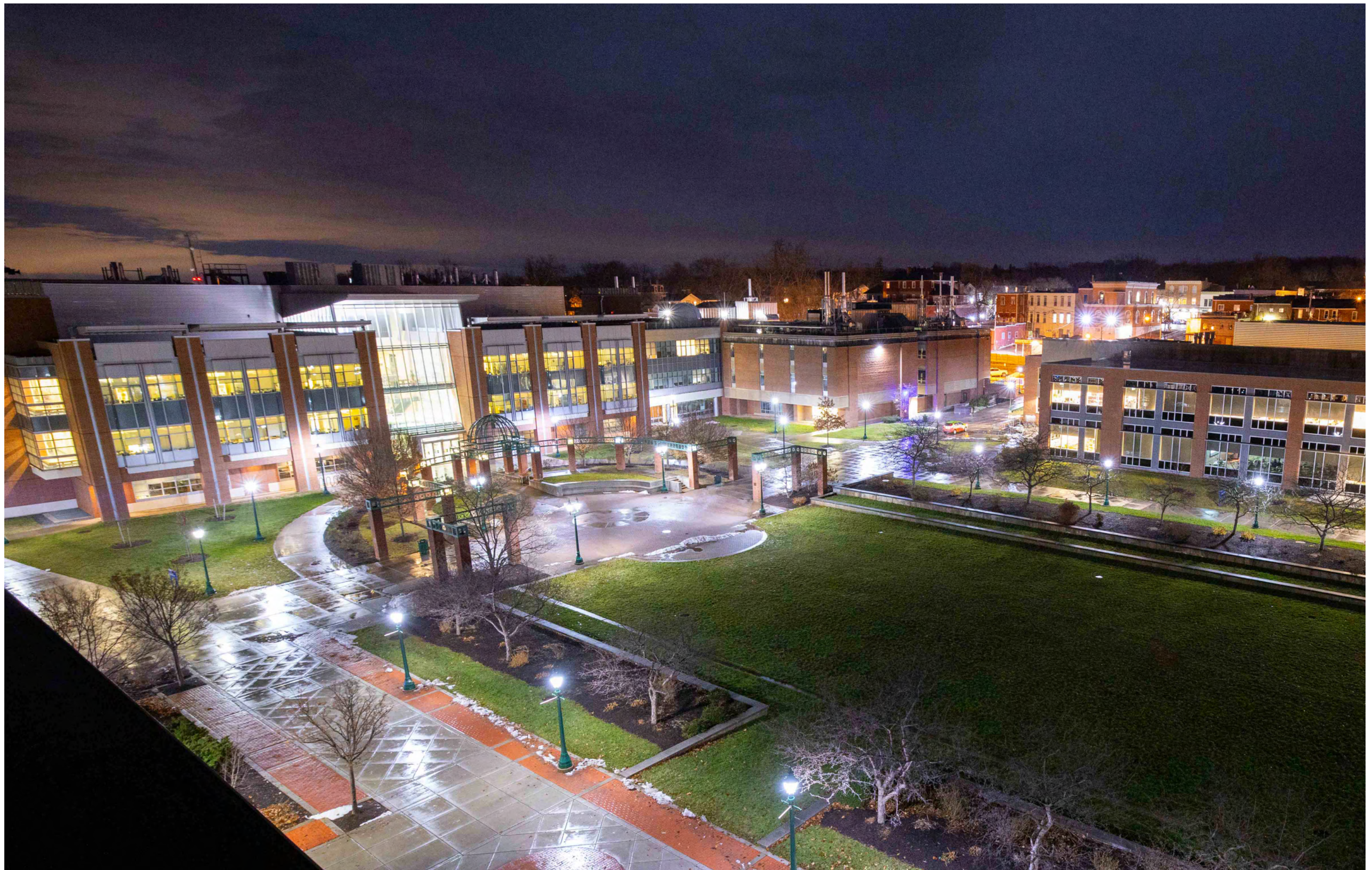
- Seek input from college community on ideas for the five-year strategic plan by November 2021.
- Develop priority categories that will be the basis of the strategic plan by February 2022.
- Share draft of five-year strategic plan with college community and seek input by late April 2022.
- Launch final, approved strategic plan by May 2022.

DESIRED OUTCOME

Launch Facilities Master Planning with SUCE.

ACTION ITEMS

- Define scope of the master planning activities, complete vendor bid, and create timeline for master planning for comprehensive master plan. The timeline may continue beyond FY22 depending on timing of vendor selection and resource availability.
- Attain established (yet to be developed) major milestones by June 2022.



2020-21 Budget

SUNY Geneseo’s financial portfolio is approximately \$134 million, with base operating funding of \$72 million (details included below). Those reviewing the following spreadsheets should note that due to the impact of the COVID-19 pandemic, SUNY did not develop a full annual budget for fiscal year 2020–21 as was past practice. Instead, SUNY campuses operated with limited budget authority under a series of expenditure constraints intended to address the financial crisis that resulted from the pandemic. Therefore, what we have chosen to present here is a condensed, multi-year, cash-based view of operations by fund as opposed to presenting detailed budget appropriations as was done in prior reports. In addition, the number of our full-time employees represents actual filled positions, not budgeted positions.

Those reviewing the following spreadsheets should note that due to the impact of the COVID-19 pandemic, SUNY did not develop a full annual budget for fiscal year 2020–21 as was past practice. Instead, SUNY campuses operated with limited budget authority under a series of expenditure constraints intended to address the financial crisis that resulted from the pandemic. Therefore, what we have chosen to present here is a condensed, multi-year, cash-based view of operations by fund as opposed to presenting detailed budget appropriations as was done in prior reports. In addition, the number of our full-time employees represents actual filled positions, not budgeted positions.	FUND TYPE					
	FY2019-20 Totals (Actual)	Core Administrative and Academic Accounts	Residence Hall Operations	Fees and Fines Accounts	Summer Session, Winter Session, and Overseas Academic Programs	FY2020-21 Totals (Actual—see Note 1)
REVENUE						
Campus-Generated Revenue (tuition, room, fee net scholarships)	\$65,728.4	\$31,423.6	\$14,814.0	\$11,916.3	\$2,501.6	\$60,655.5
State Support	10,481.8	11,515.8	-	-	-	11,515.8
Subtotal Revenue (without pandemic and prior-year adjustments)	\$76,210.2	\$42,939.4	\$14,814.0	\$11,916.3	\$2,501.6	\$72,171.3
EXPENSES <i>Significant campus expense reductions were implemented for pandemic response/financial sustainability</i>						
Personnel Service Regular	\$50,147.8	\$40,037.9	\$5,640.5	\$1,636.7	\$300.1	\$47,615.2 ^{Note 2}
Temporary Service	5,527.0	2,167.1	212.7	775.0	667.3	3,822.1
Other Than Personnel Service	15,041.5	3,505.7	2,501.2	3,553.8	215.4	9,776.1
Utilities	2,163.4	1,340.4	701.0	-	-	2,041.4
Interfund Transfers	-	(7,250.0)	-	7,250.0	-	-
Subtotal Expenses (allocated)	\$72,879.7	\$39,801.1	\$9,055.4	\$13,215.5	\$1,182.8	\$63,254.8
Indirect Costs (fringe benefits and admin. overhead)	7,153.0	-	3,000.8	1,127.5	1,159.2	5,287.5
Debt Service/DASNY/Rehab. and Repair	5,288.5	-	1,125.3	-	-	1,125.3 ^{Note 3}
Unallocated Expenses	\$12,441.5	\$0.0	\$4,126.1	\$1,127.5	\$1,159.2	\$6,412.8
Total Expenses	\$85,321.2	\$39,801.1	\$13,181.5	\$14,343.0	\$2,342.0	\$69,667.6
Net Funding (without pandemic and prior-year adjustments)	(\$9,111.0)	\$3,138.3	\$1,632.5	(\$2,426.7)	\$159.6	\$2,503.7
Adjustments—pandemic-related and prior-year	-					
Higher Education Emergency Relief Funds I and II		-	\$5,941.7	\$840.7	-	\$6,782.4 ^{Note 4}
State Support—FY2019–20 adjustment	-	1,551.0	-	-	-	1,551.0
Subtotal		\$1,551.0	\$5,941.7	\$840.7	\$0.0	\$8,333.4

FULL-TIME EMPLOYEES	Instructional FTE	Non-Instructional FTE	TOTAL
Academic Affairs	235	142	377
Finance and Administration*	0	190	190
Advancement	0	17	17
Enrollment Management	0	20	20
Offices of President, College Communications, and Diversity, Equity, and Inclusion	0	16	16
Student and Campus Life	0	84	84
Subtotal	235	469	704

Note: The numbers of FTEs, or full-time employees, are based on actual filled positions versus positions that are budgeted.
**Does not include Campus Auxiliary Services*

- NOTES**
- 1. Per preliminary close due to print deadline
 - 2. Cash basis—for example, does not include items such as employee contractual raises for 2020–21 that are paid retro in the following year
 - 3. Payments decreased by SUNY refinance to offer two-year temporary cash-flow relief in response to the pandemic
 - 4. Higher Education Emergency Response Funds used to partially cover pandemic-related refunds in the years 2019–20 and 2020–21

Portfolio Summary—Unaudited
(in OOO'S)

FUNDING

State Support	\$11,515.8
Campus-Generated Revenue (tuition, room, fees net scholarships)	60,655.5

Subtotal Revenue (before pandemic/prior-year adjustment)	\$72,171.3
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ADJUSTMENTS

Higher Education Emergency Relief Fund I and II	\$6,782.4
State Support—Prior-Year Adjustment	1,551.0

Subtotal Pandemic/Prior-Year Adjustment Funding	\$8,333.4
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Total Revenue	\$80,504.7
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OTHER RELATED FUNDS (NOT INCLUDED ABOVE)

Debt Service—Educational Facilities	\$12,588.3
Fringe Benefits (State Purpose Fund)	26,798.4
Campus Auxiliary Services	9,485.0
Geneseo Foundation	3,351.4
Sponsored Research	1,453.3

Subtotal Other Funds	\$53,676.4
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TOTAL CAMPUS PORTFOLIO	<u><u>\$134,181.1</u></u>
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CAMPUS PORTFOLIO FUNDING SOURCES (IN OOO'S)

Campus-Generated	\$74,945.2
State	\$50,902.5
State Prior-Year Adjustment	1,551.0

Subtotal State Funding	\$52,453.5
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Pandemic Funding—Higher Education Emergency Relief Funding	\$6,782.4
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	<u><u>\$134,181.1</u></u>
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2020-21 Leadership of the College



Denise A. Battles, PhD
President



Kerri Howell '97, MS
*Chief Communications and
Marketing Officer
(July–June)*



Wendi Kinney, MA
*Chief of Staff; Officer in Charge
for Student and Campus Life
(July)*



Stacey Robertson, PhD
*Provost and Vice President for
Academic Affairs*



Costas Solomou, EdD
*Vice President for Enrollment
Management*



Julie Buehler '89, MBA, CPA
*Vice President for Finance and
Administration*



David Irwin, MA
*Interim Chief Communications
and Marketing Officer (July)*



Ellen Leverich '90
*Vice President for College
Advancement*



robbie routenberg '05, MA
Chief Diversity Officer



Michael Taberski, EdD
*Vice President for Student and
Campus Life (July–June)*



GENESEO