



GENESEO
THE STATE UNIVERSITY OF NEW YORK

2021-22

Annual Report





A MESSAGE FROM

President Denise A. Battles, PhD

PRESIDENT'S MESSAGE

CONTENTS

President's Message	2
150th Timeline	4
Rankings and Recognition	8
Campus News	10
Desired Outcomes and Results 2021-22	16
Strategic Plan	22
Fiscal Year 2021-22 Budget	24
College Leadership	27

This past year was a watershed moment for SUNY Geneseo. Our sesquicentennial anniversary allowed us the opportunity to reflect on our accomplishments, acknowledge our opportunities and challenges, and determine our path forward.

The year began with a refreshed mission and values—whose renewal was informed by cooperation with more than a thousand Geneseo constituents—and it concluded with an affirmation of our enduring legacy when a record number of alumni attended our annual reunion weekend. The work we did this past year was guided by our core values: learning, creativity, civic engagement, belonging, and sustainability. As a community, Geneseo successfully concluded a five-year strategic plan and continued our development of a new strategic plan designed to propel us forward into our next 150 years.

This year, as with our new mission statement, we discovered new ways to collaborate. Our shared governance structure earned accolades from SUNY in the form of the system's Shared Governance Award, and our cross-campus partnerships yielded a transformative new curriculum, the first significant revision in nearly 40 years. The Middle States Commission on Higher Education reaffirmed our institutional accreditation, a heartening validation of Geneseo's overall quality as well as our efficacy in addressing our institutional mission. What's more, our college-wide efforts to generate revenue while containing expenses resulted in innovative ways to utilize data, automate processes, and work together across disciplines to create new funding sources.

SUNY Geneseo, like the higher education sector as a whole, is at a crossroads. Our next five years will be critical, marked by significant and positive change. As we consider our history, we are mindful that the challenges we face today have been faced before. Through it all, SUNY Geneseo has continued to thrive, finding "strength in diversity, joy in growth, and fulfillment in lifelong learning."

Denise A. Battles, PhD
President

We are a distinctive public liberal arts college that welcomes and inspires students to develop their knowledge and skills to build a better world. Our supportive, inclusive community is exceptional in cultivating creativity, engagement, and discovery. We find strength in diversity, joy in growth, and fulfillment in lifelong learning.

—SUNY Geneseo Mission Statement, Revised 2021



150TH TIMELINE September 1871-June 2022

◆ Buildings ◆ Presidents ◆ Academics and Athletics



1903-04

- ◆ A library wing (with a swimming pool in the basement) was added to the south end of Old Main

1905

- ◆ James V. Sturges took over the leadership of the Geneseo Normal School, serving until 1922.

1921

- ◆ The Geneseo State Normal School celebrated its 50th anniversary in June.

1922

- ◆ Winfield Holcomb was named principal of the school, serving until 1934.
- ◆ All programs were lengthened to three years, which earned graduates a diploma and a life teaching license.
- ◆ *The Lamron*, Geneseo's student newspaper, published its first issue.

1932

- ◆ The Winfield Holcomb School of Practice (later renamed Welles Hall) and the Geneseo Junior-Senior High School (now Doty Hall) opened on campus.

1934

- ◆ James Welles, Class of 1905 and son of early graduate Frank Welles, became principal.

1871

- ◆ The school's first building, Old Main, was completed in April, and the Geneseo Normal and Training School officially opened on September 13.
- ◆ William S. Milne was appointed as the school's first principal, serving until 1889.

1876

- ◆ Normal Hall was added to the north end of Old Main.

1886

- ◆ The Training School was added to the west end of Normal Hall.

1889

- ◆ John M. Milne, brother of William and teacher at Geneseo since 1872, was named principal.

1895

- ◆ A gymnasium was added to Old Main.

1896

- ◆ The football and men's track and field teams participated in the college's earliest known intercollegiate athletic competitions.



Faculty, 1890-91





The Class Room and Administration building was later renamed Sturges Hall

1936

- ◆ A gift from the Geneseo Central School District and local taxpayers added nearly 45 acres to the original seven-acre site.

1938

- ◆ The Class Room and Administration Building (later named Sturges Hall) was completed.
- ◆ All programs were lengthened to four years and the name of the school changed to the State Normal School of Geneseo.

1940

- ◆ The College awarded its first baccalaureate degree.

1942

- ◆ The state's Normal Schools attained full collegiate status and the authority to confer baccalaureate degrees in every curriculum. In April, the college's name was changed to Geneseo State Teachers College.

1946

- ◆ Herbert Espy was appointed president, serving until 1952.

1948

- ◆ The first graduate education program was inaugurated with a Master of Education degree for elementary school teachers.

- ◆ Geneseo became part of the new State University of New York system, with 30,000 students enrolled across 33 institutions.

1950-51

- ◆ Blake A-E opened to students.

1952

- ◆ Geneseo earned its first accreditation by the Middle States Association.

1953

- ◆ Geneseo's first Homecoming was held October 16-17 and featured a parade along Main Street.

1954

- ◆ Francis Moench became college president, serving until 1963.

1955-56

- ◆ The College opened Milne Library (later renamed Fraser Hall) and the 1,000-seat Wadsworth Auditorium, built on the site of Old Main.

1956

- ◆ Enrollment for undergraduate study hit 1,000 students in the 1956-57 academic year.



A teacher training classroom in Old Main



Fraternity Homecoming float, 1970s

1968

- ◆ The alumni association became a charter member of the SUNY Alumni Association.

1969

- ◆ SUNY four-year colleges were renamed the State University Colleges of Arts and Sciences.

1970

- ◆ The first 3+2 program—a cooperative engineering degree with SUNY Buffalo—was added.

1970–71

- ◆ The College opened Greene Science building, the gazebo, and Niagara, Onondaga, and Wayne residence halls.

1971

- ◆ The College celebrated its centennial, beginning with an opening convocation that featured the SUNY chancellor and other dignitaries.
- ◆ The College established the nonprofit Geneseo Foundation to encourage support for activities, programs, and scholarships.

1958

- ◆ Jones and Livingston residence halls opened.
- ◆ The 11 State University Teachers Colleges were renamed the State University Colleges of Education.

1960–62

- ◆ The College opened Mary Jemison Dining Hall, Monroe Residence Hall, and the Schrader Health and Physical Education Building.

1962

- ◆ The College officially changed its name to the State University College at Geneseo.

1963

- ◆ Robert W. MacVittie—for whom the MacVittie College Union was named—became president, serving until 1979.

1964

- ◆ Geneseo awarded its first bachelor of arts degrees.

1964–67

- ◆ The campus opened many new buildings: Letchworth and Red Jacket dining halls, Bailey Science building, Lauderdale Health Center, the current Milne Library, Brodie Fine Arts building, Clark Service building, Erwin Administration building, Newton Lecture Hall, and Allegany, Erie, Genesee, Nassau, Ontario, Steuben, Suffolk, and Wyoming residence halls.



Campus construction/expansion in the 1960s

1973

- ◆ Alumni Fieldhouse (now the Myrtle A. Merritt Athletic Center) opened.

1975

- ◆ Seven Geneseo student-athletes became the first in the college's history to earn All-America honors.

1979

- ◆ Edward Jakubauskas was named president, serving until 1988.

1982

- ◆ Geneseo awarded its first SUNY Doctor of Laws honorary degree to James Jeremiah Wadsworth.

1985

- ◆ Geneseo received its first national ranking from *U.S. News & World Report*, which listed it number seven out of 129 outstanding comprehensive colleges in the eastern US.

1989

- ◆ Carol Harter was inaugurated as president, serving until 1995.

1995

- ◆ South Hall opened.

1996

- ◆ After serving briefly as provost and interim president, Christopher Dahl became president, serving until 2013.
- ◆ The College formally celebrated its 125th anniversary on September 27, with several special programs and events, including President Dahl's inauguration.

2001

- ◆ Saratoga Townhouses opened.



Construction of ISC, which opened in 2006

2003

- ◆ Geneseo won its first SUNYAC Commissioner's Cup.

2004

- ◆ Geneseo's Phi Beta Kappa Chapter was installed.
- ◆ Putnam Residence Hall opened.



2005

- ◆ The women's cross-country team was the first Geneseo athletic team to win an NCAA Division III national championship.

2006

- ◆ Integrated Science Center opened.

2009

- ◆ Seneca Residence Hall opened.

2012

- ◆ SUNY Geneseo and the Village of Geneseo jointly signed a village/college compact.

2015

- ◆ The State University of New York Board of Trustees appointed Denise A. Battles as the new president.
- ◆ New College Stadium hosted its first competition.

2020

- ◆ Renovations began in Milne Library.

2021

- ◆ Renovation completed in MacVittie College Union Ballroom.

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 and 2021. Geneseo also ranked second in the regional Best Undergraduate Teaching category, up from a fourth-place ranking in 2021. *U.S. News* selects the “Best Undergraduate Teaching” colleges through data collected from college presidents, provosts, and admissions deans at peer institutions within their region who identified schools where the faculty demonstrated an unusually strong commitment to undergraduate teaching.

WASHINGTON MONTHLY

Geneseo ranked number one among 616 master’s universities in the nation on its 2021 Master’s University Rankings for its contribution to the public good across three broad categories: social mobility, research, and promoting public service. It’s the ninth year in a row that Geneseo has been in the top five of the master’s list. SUNY Geneseo also reached the top 50 in the nearly 400 colleges and universities on the list 2021 Best Bang for the Buck Rankings: Northeast, vaulting more than 60 spots from the previous year. Finally, Geneseo was named to the unranked Best Colleges for Student Voting honor roll.

THE PRINCETON REVIEW

The education services company featured the College in its 2022 edition of *The Best 387 Colleges*. Geneseo was also named one of the 209 Best Value Colleges for 2022 for undergraduate education for students seeking a superb education with great career preparation at an affordable price, and it appeared on Princeton Review’s regional Best Northeastern Colleges list, considered by the review as “academically outstanding.” The Best Value Colleges list is based on a combination of institutional and student survey data, including academic rigor, affordability, and career outcomes for graduates, among others. Colleges that appear on these lists are not in ranked order.

FISKE GUIDE TO COLLEGES

SUNY Geneseo was selected as a “best and most interesting” college based on the quality of academic offerings and included students’ social and quality-of-life ratings. Fiske’s 2022 edition notes that Geneseo is a “preferred option” due to its serious academic environment and affordable price. The informational guide also took notice of Geneseo’s supportive faculty, quality teaching, and small class size.



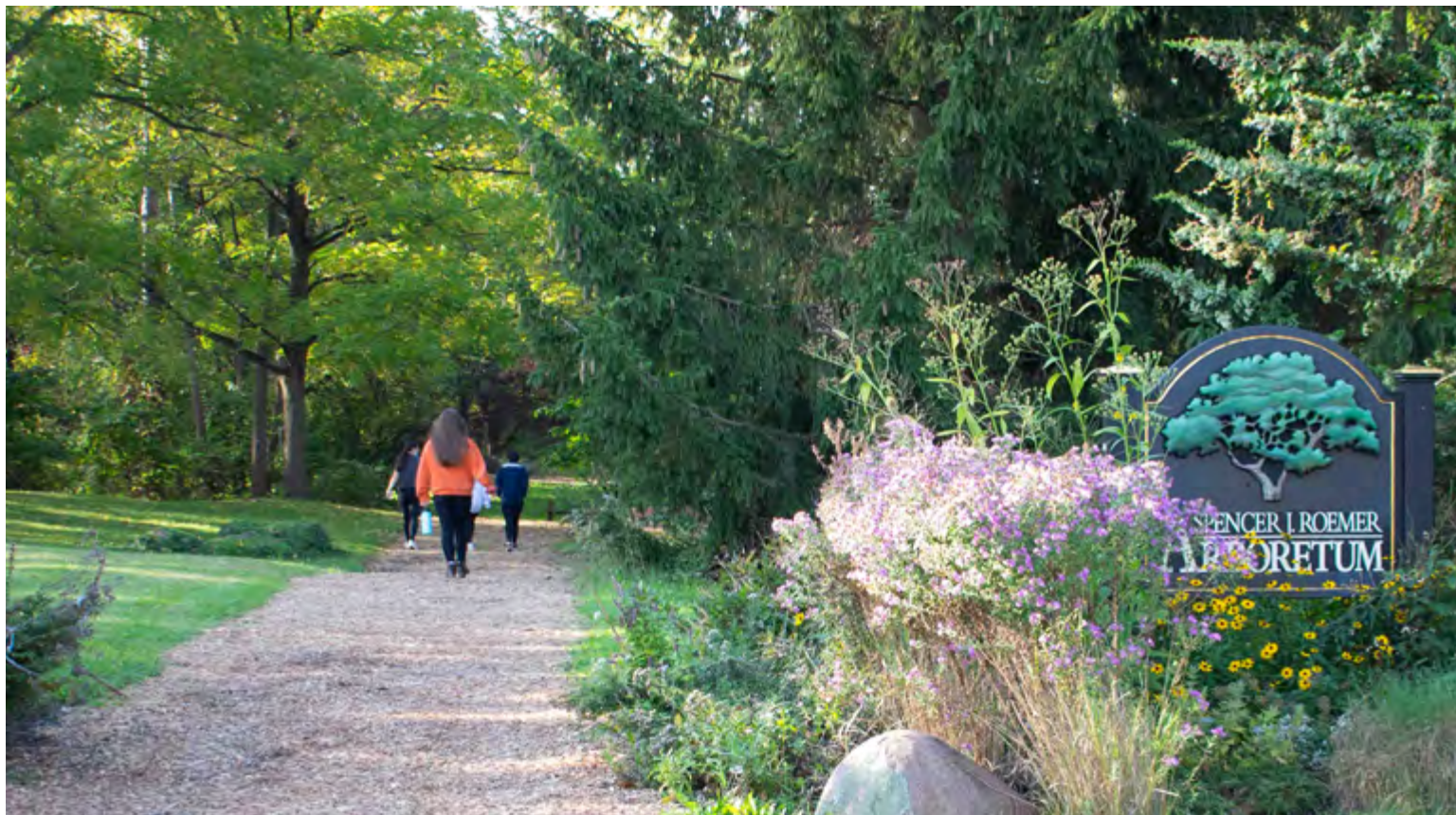
GENESEO EARNED US GREEN COLLEGES RANKING

SUNY Geneseo is one of the nation’s most environmentally responsible colleges, according to *The Princeton Review Guide to Green Colleges: 2022 Edition*. The Princeton Review chose the 420 schools included in the list based on its survey of administrators at 835 colleges in 2020–21 about their institutions’ commitments to the environment and sustainability, including dining options, policies, and more. The company’s editors analyzed more than 25 survey data points to select the schools.



COLLEGE EARNED NATIONAL RANKING FOR PELL GRADUATION RATES

SUNY Geneseo is number 15 among US public, four-year institutions for six-year graduation rates among recipients of federal Pell grants, according to rankings released in the *The Chronicle of Higher Education* in September 2021. The six-year graduation rates reflect the percentage of first-time, full-time, bachelor’s-degree-seeking students who received a Pell Grant and enrolled in 2012. They also would have had to complete a bachelor’s or equivalent degrees at the same institution within 150 percent of the normal graduation time (of four years). Pell Grants are based on a student’s financial need. For Geneseo, the cohort was 237 students, of which 81 percent completed their degree in six years—a graduation rate slightly higher than for the overall student body (79.9 percent).



GENESEO NAMED A TREE CAMPUS USA COLLEGE

SUNY Geneseo was named as a 2021 Tree Campus USA College by the Tree Campus Higher Education, an Arbor Day Foundation program that honors colleges and universities and their leaders for promoting healthy trees and engaging students and staff in the spirit of conservation. The 2021 designation recognized Geneseo's sustained commitment to environmental stewardship. In order to receive such recognition from the national program, Geneseo had to meet Tree Campus USA's five standards. The five standards include creating a Tree Advisory Committee, making a Campus Tree Care Plan, planning dedicated annual expenditures for its Campus Tree Program, formulating an Arbor Day observance, and making a student service-learning project.



COLLEGE HONORED FOR SUPPORT OF TRANSFER STUDENTS

SUNY Geneseo was recently named to Phi Theta Kappa Honor Society's Transfer Honor Roll in recognition of the dynamic pathways the College has created to support transfer students. It is the second year in a row Geneseo has been named to the honor roll, and Geneseo is one of four SUNY institutions to receive the 2022 recognition. The Transfer Honor Roll recognizes the importance of creating strong programs that lead to excellence and success among community college transfer students. Honorees are chosen based on 40 metrics, including college cost, financial aid, campus life transfer, admission practices, and bachelor's degree completion. ◇



CAMPUS NEWS





STUDENT-RUN RESPITE PROGRAM EARNED NATIONAL RECOGNITION

The Home Away from Home Respite Center at SUNY Geneseo was one of four respite services from across the country named as “Innovative and Exemplary” in July 2021 by ARCH National Respite Network and Resource Center. Each service met strict criteria and met the needs of family caregivers of children, adults, and/or older adults. By recognizing high quality respite services across the country, ARCH hopes to encourage the study, expansion, and replication of such services.

The Home Away from Home program was created at the College five years ago to address the gap in community services for aging residents with Alzheimer’s and other memory-related illnesses. The program provided caregivers free time to care for themselves and reduce social isolation, while their loved ones spent enjoyable, quality time in a safe environment. Each student volunteer completed training on memory-related diseases, communication techniques, and tools for managing challenging situations. During a typical semester, students dedicated about 1,000 hours to the respite.

GENESEO NAMED AVP FOR ADMINISTRATION, COLLEGE CONTROLLER

Tracy Marshall joined SUNY Geneseo’s Finance and Administration Division in August 2021 as the college’s new assistant vice president for administration and controller. Marshall came to the College after serving for four years as the school business administrator for Phelps-Clifton Springs School District where she led, directed, and supervised all financial operations for the district. She implemented strategic planning, managed multi-million-dollar budgets, and prepared state aid and other compliance reports. Marshall collaborated with fiscal agents on debt services and investments and managed support operations such as facilities, transportation, and school food services. Prior to Clifton Springs, Marshall served for seven years as the school business administrator for Geneseo Central School District where she was responsible for development and administration of the school budget and administration of payroll and benefits.





COLLEGE LAUNCHED THREE NEW MAJORS

The Department of Geography and Sustainability Studies began offering a major in sustainability studies in Fall 2021. Coursework and interdisciplinary studies across themes of society, development, and the environment help students build a knowledge base, high-impact practical experiences, and professional skills that prepare them for graduate studies and careers in sustainability. Course offerings also reflect the 2030 United Nations Sustainable Development Goals and support sustainability as a core value of the College.

SUNY Geneseo's School of Business approved new undergraduate majors in finance and data analytics, as well as new minors in entrepreneurship and human resource management. The degrees, open to current business students, are available to incoming first-year students beginning Fall 2022. Finance students acquire a combination of theoretical insights and practical modeling abilities that prepare them for entry-level positions in fields such as banking or investment services. The data analytics program is aimed at students interested in the science of identifying trends and patterns in raw data and drawing conclusions.

GENESEO FORMED NEW PARTNERSHIPS WITH AREA COLLEGES

SUNY Geneseo students interested in dental or osteopathic medicine now have an opportunity for early admission into medical school thanks to an articulation agreement signed last August. The three-way agreement creates a seamless,

affordable pathway for students who attend Corning Community College (SUNY CCC) and then transfer to SUNY Geneseo, making them eligible for early acceptance into Lake Erie College of Osteopathic Medicine (LECOM).

SUNY Geneseo also established 11 new articulated program agreements for entry into the Northeast College of Health Sciences's Doctor of Chiropractic program. The 4+3 articulation track lets students complete their degree at Geneseo and gain acceptance to Northeast when requirements are met. Students earning their BS in biochemistry, biology, biophysics, chemistry, and neuroscience as well as students earning their BA in biology and chemistry at Geneseo are eligible for this option. The 3+3 articulation track allows students to earn their bachelor's degree from Geneseo and graduate degree from Northeast one year sooner than it would take to earn the degrees individually. This option is available to Geneseo students earning their BS in biochemistry, biology, chemistry, and neuroscience.

DIRECTOR OF ADMISSIONS NAMED A SUNY HISPANIC LEADERSHIP INSTITUTE FELLOW

Geneseo director of admissions **Christie Torruella Smith** was named a fellow of SUNY's 2022 Hispanic Leadership Institute (HLI) in November. Ten faculty and staff from six campuses were selected as the 2022 class fellows.

The HLI is charged with developing and supporting the next generation of Hispanic/Latinx leaders across the SUNY system. It works with the SUNY SAIL Institute (Empowering Strategic, Academic, and Innovative Leadership) to provide a program that helps participants gain a better understanding

of themselves as leaders in higher education; learn how to lead in current and future higher education contexts; engage in critical conversations in the space of diversity, equity, inclusion, and leadership; and advance their understanding of diversity, equity, and inclusion and other key issues facing Hispanic or Latinx leaders at SUNY and beyond.

As director of admissions, Smith leads all aspects of undergraduate admissions and works collaboratively with the college's enrollment management team. She holds a bachelor's degree in public relations from SUNY Oswego and a master's degree in higher education from the University of Rochester.

TWO NAMED SUNY DISTINGUISHED FACULTY

Two Geneseo faculty members, Avan Jassawalla and Intekhab Alam, were awarded SUNY distinguished faculty honors 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. Distinguished teaching professors demonstrate outstanding teaching competence at the graduate, undergraduate, or professional levels, with teaching mastery consistently shown over multiple years at the institution where the professorship is bestowed.



Avan Jassawalla, professor of management in the School of Business, was awarded the rank of distinguished professor. Her varied research interests have led to three research streams: managing new product development processes, international human resource management, and effectiveness of student teams. Her work has appeared in more than 25 publications, ref-

ereed journal articles, and book chapters. Jassawalla has also taught as a visiting lecturer at Woosong University in South Korea and Richmond American University in the United Kingdom. She received the SUNY Chancellor's Award for Excellence in Scholarship and Creative Activities in 2020.

Intekhab Alam, professor of marketing in the School of Business, was awarded the rank of distinguished teaching professor. Alam teaches courses in marketing, marketing communications, and international marketing, and his research interests encompass new product and service development, international marketing, and marketing education. He serves as an advisor to the SUNY Geneseo Marketing Club and organizes professional marketing conferences and student marketing trips to New York City, providing learning opportunities for students beyond the classroom and creating a comfortable environment in which students can participate. Alam previously received the SUNY Chancellor's Award for Excellence in Teaching in 2006.



COLLEGE RENEWED COMPACT WITH VILLAGE OF GENESEO

SUNY Geneseo and the Village of Geneseo renewed the Geneseo Village-College Relations Compact in November. Afterward, Geneseo Mayor **Margaret Duff** and SUNY Geneseo President **Denise Battles** jointly signed the amended compact, which represents a mutual commitment to the common good and the strong cooperative bond that exists between college and community. The compact is a set of principles that describe what the Village and College can expect of each other, what both can expect from students, and what students can expect from community members. The compact has been revised since its inception in 2012 to account for the changing environment.



HOWARD BLUMENTHAL '74 RECEIVED HONORARY DEGREE

SUNY Geneseo alum **Howard Blumenthal '74** received an honorary doctor of humane letters degree at the college's 2022 commencement in May. Blumenthal is executive director for the 21st Century Learning Project in association with the University of Virginia's School of Education and Human Development, a senior scholar with the University of Pennsylvania's Positive Psychology Center, and an award-winning television producer, pioneer in early cable television, author, and field researcher. His current interests focus on the intersection of progress, technology, media, and the future of learning. His project Kids on Earth features hundreds of interviews he conducted with children and teens around the world to build global community and shared learning.

In the 1980s, Blumenthal led teams that created MTV and Nickelodeon, and he created and produced the Peabody Award-winning series *Where in the World Is Carmen Sandiego?* He went on to combine technology and education in the 1990s, developing interactive children's books. Blumenthal has led media companies and is also a syndicated journalist and author of more than 20 books on music, media, business, and communication.

GENESEO RECEIVED MAJOR FEDERAL AND PRIVATE GRANTS

SUNY Geneseo received an award of \$210,132 from the **National Science Foundation's Major Research Instrumentation** program for the chemistry department to purchase a three-dimensional Raman imaging system. The powerful and complex laser-based microscopic device—seldom accessible to undergraduate students—is available to Geneseo students across multiple disciplines, through research projects in chemistry, biology, geological sciences, and anthropology. The imaging system uses scattered light to detect the chemical structure of materials at a nanoscopic level, or less than 1/100th of the width of a human hair. The Raman images it creates let researchers identify a sample's chemical composition and characterize its molecular-level interactions.

Michael Leroy Oberg, SUNY distinguished professor of history, was awarded a **National Endowment for the Humanities American Rescue Plan: Humanities Organizations** grant for Geneseo Center for Local and Municipal History. The \$172,692 one-year grant enabled the center to hire a director. It supports 21 undergraduate students in semester-long internships with a stipend of nearly \$2,000 each. The grant also supports guest speakers and other minor expenses.

The Robert David Lion Gardiner Foundation has awarded Oberg, the SUNY Geneseo Center for Local and Municipal History, and a consortium of six other colleges and universities a three-year grant of more than \$300,000 for **The Gardiner Foundation Semiquincentennial Student Fellowship Program**. SUNY Geneseo and several of the institutions in the fellowship program have committed \$150,000 of matching funds for the project, bringing the total to over \$450,000. Fifty undergraduate students at these seven New York State colleges and universities were partnered to work with municipal and academic historians on projects related to the American Revolution and its legacy as the 250th anniversary of American independence approaches.

GENESEO RECEIVED SUNY SHARED GOVERNANCE AWARD

The State University of New York Faculty Senate presented SUNY Geneseo with its Shared Governance Award for academic year 2021–22. The award was announced at the SUNY Faculty Senate meeting in April; Keith Landa, SUNY University Faculty Senate president, formally presented it in person to campus leadership on May 12.

The SUNY University Faculty Senate is the official agency through which the university faculty engages in governance of the university. The University Faculty Senate is concerned with effective policies and professional matters and serves as a resource on governance for the university. The Shared Governance Award Selection Committee was impressed with the efforts and progress made by Geneseo over the past six-plus years.

THREE SENIORS RECEIVED SUNY CHANCELLOR'S AWARD FOR STUDENT EXCELLENCE

Geneseo students Catherine Grossman '22, Morgan Michalski '22, and Luis Yanez Zamora '22 received the 2022 Chancellor's Awards for Student Excellence, presented by SUNY Interim Chancellor Deborah F. Stanley in April. The award recognizes their outstanding achievements demonstrating the integration of SUNY excellence within their lives, including academics, leadership, campus involvement, community service, or the arts.

Catherine Grossman was a psychology major from Samar, Philippines, who was involved on campus in Gospel Choir and the Jewish Foundation for Education of Women (JFEW). A Dean's List regular, she was also a member of Psi Chi and an AOP scholar.

Morgan Michalski, a communication major from Cheektowaga, NY, had three SUNYAC championship appearances for women's volleyball. Michalski served as a student orientation coordinator, student-athlete mentor, and head office manager, and she recently won the Fred Bright Contribution and Leadership Award.

Luis Yanez Zamora was a physics and mathematics double major from East Hampton, NY. As a first-generation student, he was a McNair Scholar and a Presidential Scholar, and he served as the vice-chair of the Student Association Academic Affairs Committee. Yanez tutored math and physics students while engaging in campus governance and other organizations. His academic interests involved research on black holes, the production of gravitational waves, and general relativity.



GENESEO CLAIMED SIXTH CONSECUTIVE SUNYAC COMMISSIONER'S CUP

The SUNY Geneseo Department of Intercollegiate Athletics and Recreation captured its sixth consecutive State University of New York Athletic Conference (SUNYAC) Dr. Patrick R. Damore Commissioner's Cup. The award was handed out for the first time since May 2019, as not all SUNYAC sports competed in the 2019–20 and 2020–21 academic years.

In a measure of the top overall program in the SUNYAC, the Knights averaged 8.93 points per its 19 conference programs to add its seventh cup championship in the 26-year history of the award. Cortland came in second with an average of 8.68

points followed by New Paltz (7.02 points) in third out of the 10-team league. Geneseo won 11 of the 19 conference championships throughout the academic year, tying the second-highest total in conference history.

GENESEO APPROVED NEW UNDERGRADUATE CURRICULUM

SUNY Geneseo approved A Geneseo Education for a Connected World, an undergraduate curriculum designed to prepare all students for success in the 21st century. The dynamic curriculum reflects Geneseo's institutional focus on providing an inclusive, engaging, and relevant liberal arts experience. Students will encounter broad areas of knowledge, become specialists in a particular discipline, develop habits of critical inquiry and civic participation, reflect on their learning, and reach beyond themselves by exploring the diversity of human experiences, cultures, and viewpoints.

Geneseo's new curriculum foregrounds the skills students will need to engage the complexities of a globally connected world. It invites students to explore courses from across the main academic divisions, make connections between learning opportunities, and integrate work outside of the classroom into their educational experiences. The new curriculum also aligns with SUNY's recently adopted general education framework and thus gives transfer students the opportunity to seamlessly move into Geneseo academic programs.

SUNY GENESEO ADDED COOPERATIVE ADMISSION PROGRAM

In May, SUNY Geneseo and Finger Lakes Community College (FLCC) established a cooperative admission program, allowing FLCC students to seamlessly transfer to Geneseo

without an additional application. The agreement, which goes into effect during the Fall 2022 semester, applies to psychology, education, accounting, biological science, history, and sustainability studies majors.

PHILANTHROPIC GIVING EXCEEDS \$5.3 MILLION

Thanks to the generosity of alumni, faculty, staff, parents, emeriti, and friends, philanthropic giving to the College through the Geneseo Foundation, Inc. totaled \$5,334,441 including outright gifts, pledges, and bequests. Among 4,291 donors were 3,156 alumni, who came together to support the College and its students. In FY22, Geneseo provided 525 student scholarships and 362 student and faculty research awards, which include undergraduate travel, research, and creativity (TRAC) grants; assistantships; fellowships; and ambassadorships. Donor support continues to make a crucial difference in providing access and opportunities for students and strengthening outcomes.

ALUMNI REUNION 2022 DREW RECORD ATTENDANCE

SUNY Geneseo hosted its largest alumni reunion in its history on June 3–4 when the College welcomed 1,880 alums and friends back to campus. Prior to this year's event, the largest reunion was in 2015, with just over 1,000 in attendance. Reunion 2022 marked the culmination of the college's year-long 150th-anniversary celebration. This was the first alumni reunion hosted by the College since 2019. As a result, members of the classes of 1970 and 1971 returned to celebrate their 50th anniversaries with the class of 1972. Celebrations also included five-year class anniversaries and milestone anniversaries of Greek organizations, clubs, teams, and departments. ◇



DESIRED OUTCOMES AND RESULTS 2021-22





Geneseo's five-year strategic plan ended in 2021, an unprecedented time for the world in the midst of the worst pandemic in over a century. During that time, we also prepared our self-study report for institutional accreditation, a time for reflection and analysis. Planning for an extended period did not feel possible when so much was uncertain, so the College elected to set its priorities for the 2021–22 year only, based on the focus areas from the previous strategic plan and the emerging priorities of the pandemic. The next five-year plan, being developed by the college's Strategic Planning Group in collaboration with college constituents, 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.

Result

- The College successfully finalized implementation of the new curriculum. Students entering the College in Fall 2022 will complete the requirements of *A Geneseo Education for a Connected World*, including the new integrative and applied learning graduation requirement.

Desired Outcome

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

Result

- The College received full approval of a new BS program in data analytics and began offering two new micro-credentials in aquatic biology and sociocultural media-tion in Spanish. Local progress is being made on several new microcredentials, post-baccalaureate certificates, and master's programs.

Desired Outcome

Refine Internationalization and Study Abroad Strategic Plans by May 2022.

Results

- The College resumed domestic study away programs during Intersession 2022 and relaunched international programs in Summer 2022 with seven faculty-led programs based in Austria, Ghana, Iceland, Ireland, Senegal, Spain, and the UK. More than 100 students took advantage of summer programs, and semester-long exchange and partner programs are scheduled for restart in Fall 2022.
- Progress on strategic goals in campus internationalization has included implementing new curricular requirements in *A Geneseo Education for a Connected World* that engage students with sustainability, world cultures and values, and contemporary global challenges; connecting students to online and virtual international partner programs; and increasing equitable access to study abroad programs by matching students with affordable programs and external funding opportunities. In the 2021–22 cycle, 12 students received more than \$50,000 in funding support from the US Department of State's Benjamin A. Gilman International Scholarship program, an all-time institutional high.

Desired Outcome

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

Results

- The College launched the Geneseo Online Teaching Institute (OTI) in Summer 2021. The OTI provides required training in online pedagogies to Geneseo faculty interested in teaching online courses in the regular academic year. Thirty-nine faculty members completed OTI training and piloted 77 online courses during the 2021–22 academic year. The College continues to assess the impact of the OTI program and the effectiveness of student learning in online courses.
- A working document on Instructional Modes at Geneseo was endorsed by the College Senate in Spring 2022. This provides a plan and practices for instruction in multiple modalities including fully online, hybrid, and technology-enhanced courses.

Desired Outcome

Increase transfer students to compose 15% of incoming class.

Results

- The Fall 2021 entering class was composed of 15% transfer students (182 out of 1,189 new students).
- To support transfer students, the College continued progress on transfer pathways with area community colleges. As part of this work, Geneseo finalized a three-way articulation agreement with Corning Community College and the Lake Erie College of Osteopathic Medicine (LECOM) that provides a direct pathway for Corning Community College students to transfer into bachelor's degree programs at Geneseo and matriculate into Doctor of Dental Medicine or Doctor of Osteopathic Medicine degrees at LECOM.
- Geneseo partnered with Corning Community College to join the Transfer Student Success and Equity Intensive hosted by the Aspen Institute and the American Association of State Colleges and Universities. This project facilitates efforts at both institutions to revise transfer policies and operations with an equity mindset. The joint team, composed of representatives from Geneseo and Corning, met regularly through the 2021–22 academic year to develop strategies that support transfer students in completing a bachelor's degree.



Desired Outcome

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

Results

- Like other institutions, Geneseo continues to experience retention challenges connected to the pandemic. The Fall 2020 to Fall 2021 first-year retention rate dipped to 83.4% (this was the cohort of students who entered the College at the height of the pandemic).
- The College has expanded use of the EAB Navigate early alert system to solicit academic progress reports on all first-year students and to encourage faculty to issue alerts for any student who is falling behind in classes. The Office of the Dean for Academic Planning and Advising has taken the lead on designing intervention strategies for students with academic and personal concerns.
- The College is increasing the availability of first-year seminar courses that support student success skills, enhanced advising, problem solving, and campus engagement. This includes expanded “intro to the major” seminars in specific disciplinary areas and the EXPL 101: Exploring Geneseo Seminar for first-year students who enter undeclared. These programs are assessed regularly and show a strong correlation between student completion of a first-year seminar and persistence beyond the first year.



Generations.” This focuses on three strategic fundraising pillars that align with the college’s strategic plan: increasing access to a Geneseo education, creating student experiences, and demonstrating programmatic impact.

Desired Outcome

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

Result

- As of June 1, 2022, College Advancement had secured \$5,228,000 in new gifts and pledges through the execution of the strategic fundraising plan.

Desired Outcome

Continue implementation of Program Analysis and Alignment recommendations from the cabinet.

Results

Progress on recommendations from the 2020–21 academic year Program Analysis and Alignment process included:

- Increased offerings of online courses through a structured pilot program
- Implementation of shared administrative support services across the College
- Reorganization of several offices, including the Career Design Center, the Office of Sustainability, and the Office of Multicultural Affairs
- Implementation of procurement efficiencies and digitization of grant management
- Advocacy for additional building renovation funding, loan relief, and other grants
- Creation of the Center for Interdisciplinary Programs to provide centralized support for interdisciplinary programs in American studies, Black studies, women’s and gender studies, and individualized studies
- Sales of CAS properties (McClellan House and the Big Tree Inn)

FINANCIAL SUSTAINABILITY

Desired Outcome

Adapt the current budget.

Results

- The College has continued to adapt the budget, including continuation of the hiring freeze with limited exceptions and sustained procurement controls. With feedback from the campus community, the cabinet prioritized increasing retention, expanding transfer student enrollment, and establishing a satellite location as realistic and mission-aligned revenue-generation priorities.
- The College is generating bridge funding through the recent sales of CAS properties (McClellan House and the Big Tree Inn) and secured additional campus funding through increased advocacy and fundraising.
- Higher education market conditions continue to be severe, and the College is not yet able to achieve a sustainable financial model. Urgency remains in establishing and maintaining revenue-generation programming that is mission-aligned and achievable in the short-term for financial sustainability.

Desired Outcome

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

Result

- Dixon Schwabl donated creative in-kind support to design the campaign theme “Opportunities Rising: Geneseo for



DIVERSITY, EQUITY, INCLUSION, AND RACIAL JUSTICE

Desired Outcome

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

Results

- Building on the extensive programming offered during the 2021–22 academic year, the organizing committee delivered a series of antiracism and DEI events over the academic year, with the highest concentration occurring in February to honor Black History Month. Programs focused on deepening the college's connections with Black leaders in the area, spotlighting STEM disciplines, and improving pedagogical approaches to incorporating racial literacy into writing classrooms.
- The TLC developed a library guide for antiracist pedagogy and has archived materials from professional development events about antiracism initiatives.
- On February 16, the College offered an expanded Diversity Summit program to the entire campus community. Classes were not scheduled on this day, and students, faculty, staff, and community leaders had the opportunity to participate in a full day of programs featuring faculty and staff research and professional development workshops.

Desired Outcome

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

Results

- Of the 1,189 new students who entered the College in Fall 2021, 13% were BIPOC, 32% were Pell-eligible, and 15% were first generation.
- The College implemented several critical efforts to increase recruitment and yield of BIPOC, low-income, and first-generation students. These included targeted recruitment events, including a series of webinars specific to diversity, equity, inclusion, and belonging; day and overnight visits for students from New York City; enhanced in-person recruitment efforts in the Rochester City School District; partnering with the Rochester College Access Network to assist applicants and their families with completing FAFSA materials; revision of recruitment materials to ensure inclusive language; and increased financial support for recruitment of Multicultural Fellows.

Desired Outcome

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

Results

- The Office of Institutional Research has finalized data dashboards for deans and department chairs that provide

searchable and disaggregated data on student enrollment trends and success. Training materials and a series of professional development opportunities will be offered to users at the start of the 2022–23 academic year.

- The President’s Commission on Diversity and Community and the Office of Diversity and Equity developed and administered a student climate survey; data from this survey are being analyzed and will be shared with the campus community.

Desired Outcome

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

Results

- The Provost’s Office convened a Think Tank on Faculty Evaluation during the 2021–22 academic year. This group delivered recommendations in May 2022 focusing on mentorship of new faculty, training and professional development for individuals involved in faculty evaluation processes, and revision of elements of evaluative criteria. In Fall 2022, Academic Affairs will engage campus governance and other stakeholders about implementing these recommendations.
- In May 2022, the College finalized work with UUP leadership to revise the student evaluation tool to mitigate bias. This includes a revised preamble that addresses bias in student course evaluations and streamlined questions that ask students to reflect on course organization, knowledge growth, respectful learning environment, and responsiveness. The new Student Course Experience tool will replace the Student Opinion of Faculty Instruction (SOFI) mechanism beginning in Fall 2022.

Desired Outcome

Work to advance the planning for the new multicultural center.

Result

- The former Knightspot in Blake Hall was designated as the location for the new temporary multicultural center, renovation funding was secured, the Student Association partnered with the College on furnishing the space, and facilities teams completed renovations ahead of schedule. A grand opening event for the new center is planned to coincide with the start of the Fall 2022 semester. Long-term options will be considered as part of the campus master planning effort.



PLANNING FOR THE FUTURE

Desired Outcome

Complete the Middle States self-study and evaluation visit.

Result

- All elements of re-accreditation with the Middle States Commission on Higher Education were completed by the end of Spring 2022. The College submitted its self-study in January 2022 and hosted a virtual visit from the external evaluators in April. The visiting team provided positive feedback at the conclusion of their visit, and the College received a final report and its accreditation was reaffirmed by Middle States in June.

Desired Outcome

Develop a five-year strategic plan, integrating recommendations from the Middle States self-study report, the Budget Planning Committee (BPC), and revenue generation initiatives where appropriate.

Results

- The Strategic Planning Group engaged members of the campus community throughout the 2021–22 academic year on revising the campus vision statement and developing a new five-year strategic plan. The SPG used the newly developed Values2Vision app, and more than 600 faculty, staff, and students provided iterative feedback on the college vision statement.
- Embracing a design thinking approach to developing a new five-year plan, the Strategic Planning Group identified overarching themes of agility, equity and belonging, financial and institutional sustainability, and well-being. Throughout the process, the SPG engaged with the BPC and the broader campus community on the college’s revenue-generation strategies and results of the Middle States self-study and external evaluation. Based on feedback from the BPC, the cabinet selected two top priorities for revenue generation (increasing retention/transfer enrollments and developing a Rochester satellite location). The SPG articulated three core focus areas with specific goals: supporting people and the community; advancing learning, creativity, and discovery; and building connections, relationships, and collaborations. A final version of the new strategic plan will be presented to the campus community at the end of the Fall 2022 semester.

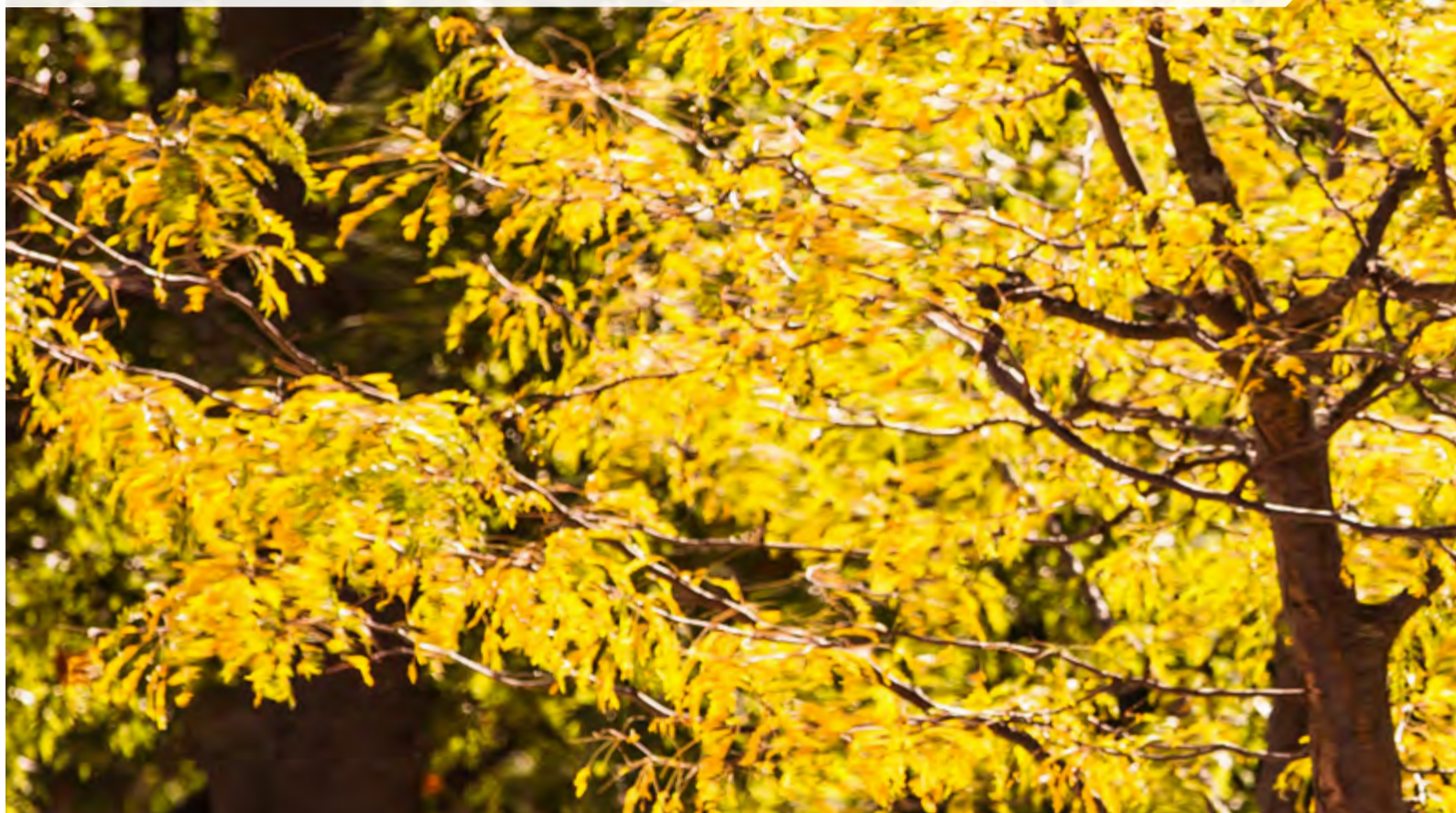
Desired Outcome

Launch Facilities Master Planning with the State University Construction Fund (SUCF).

Result

- During the 2021–22 academic year, the College completed scoping, vendor bidding and selection, timeline creation, milestone designation, and initial vendor interviews with campus stakeholders. As anticipated, master planning will continue into the 2022–23 academic year. ◇

STRATEGIC PLAN: FALL 2022 CRITICAL PRIORITIES



The preparation of the college's next strategic plan is occurring amidst a period of dynamic change in higher education. Demographic shifts, pandemic impacts, and a broad need to reckon with pervasive structural inequities are impacting the academy and American society in general. SUNY Geneseo views these changes as opportunities to grow and refine its identity as a public liberal arts institution. With the completion of the last strategic plan, Geneseo 2021: Seeing Beyond the Horizon, the College has made significant strides in transforming learning on campus, prioritizing access and success, working toward the common good, and enhancing institutional resilience and sustainability.

Beginning in the 2020–21 academic year, the campus engaged in iterative and collaborative discussions of its mission, vision, values, and a new five-year strategic plan. This process occurred against a backdrop of significant disruption and change. This underscores the critical importance of agility. In a period of rapid change, the institution must continue to embrace a culture of exploration, experimentation, adaptation, and continued excellence. These critical priorities reflect the fact that SUNY Geneseo faces persistent financial challenges in a rapidly changing landscape for higher education and must act quickly

in the short term while developing long-term structures that will ensure financial and institutional stability. This will require our campus to prioritize efforts to expand our base of learners, align program development with emerging market needs and campus strengths, increase access, and improve student retention. The College has demonstrated strong resilience in the face of disruption before, and the strength of its community and shared commitments to learning and creativity have been clearly evident during the disruptions caused by the COVID-19 pandemic.

During the Fall 2022 semester, the Strategic Planning Group will refine the foundational materials developed during the 2021–22 academic year and recommend both a new campus vision statement (by October 1) and a prioritized five-year strategic plan (by December 1) that meet the evolving needs of the institution. This timeline reflects the need to refine our approaches to revenue generation and enrollment and incorporate the emerging opportunity to pursue a bold vision of Geneseo as the nation's first public Equity-Minded Honors College. Thus, this articulation of our critical priorities is not intended to be comprehensive but rather to identify the five core imperatives that align with our long-term strategic priorities and will be foregrounded in the new five-year strategic plan. Each of these initiatives will require all-college efforts.



A. Expand student access and success by becoming an equity-minded honors college. Key elements include: pursuing the formal honors college designation at the earliest possible opportunity; constituting the GLOBE committee (Geneseo Learning Outcomes for Baccalaureate Education) to advance the implementation of our new honors curriculum and the integrative and applied learning graduation requirement; and advocating for resources to support our aspirations as a public honors college and accelerate progress toward building an equity-minded learning experience.

KEY LEADS: President's Office, Academic Affairs

B. Advance the college's commitment to DEI/belonging. Key elements include: further improving the campus climate and well-being of our community by effectively utilizing the results of the 2021–22 Campus Climate Survey of students, personnel feedback, and other relevant resources; recruiting and hiring a new director of multicultural affairs to support BIPOC students and to promote the college community's embodiment of the DEIB values; and leveraging the unit-level entities engaged in DEIB strategic actions by providing an infrastructure that connects these groups and strengthens the impact of their work.

KEY LEADS: Office of Diversity and Equity

C. Support student success and mission-aligned, financially sustainable enrollment through strategic programs and initiatives. Key elements include: strengthening our current enrollments through expanded campus-wide enrollment and recruitment efforts; focused efforts on student retention through hiring a director of student retention; enhanced efforts to support transfer student enrollment; building for future needs by diversifying learning opportunities, including expanded graduate and undergraduate academic programs based on market demands; enhancing delivery to reach additional learners online and in Rochester; and delivering non-credit programming that reaches our alumni and community partners.

KEY LEADS: Academic Affairs, Enrollment Management, Student and Campus Life

D. Enhance institutional financial health and sustainability. Key elements include: developing a self-sustaining long-term financial model built upon new revenue-generating programming (including the hire of a project director); making progress toward the public launch of a comprehensive campaign through meeting or exceeding fundraising targets; engaging in targeted advocacy to increase funding; and supporting members of our community in effecting transformational change.

KEY LEADS: College Advancement, Finance and Administration

E. Improve campus infrastructure through planning and prioritization of greatest needs. Key elements include: continuing the on-time, on-scope, and on-budget progress on major capital projects in Milne, Sturges, and the College Circle; completing a preliminary facilities master plan in partnership with the State University Construction Fund; and advocating for funding to improve our information technology systems and networks.

KEY LEADS: Academic Affairs, Finance and Administration ◇



Fiscal Year 2021-22 Budget (in 000's)

SUNY Geneseo financial portfolio is approximately \$139 million, with base operating funding of \$80 million. Presented here is a condensed, multi-year cash-based view of operations by fund. The number of our full-time employees represents actual filled positions, not budgeted positions.

REVENUE

Campus-Generated Revenue (tuition, room, fees, net scholarships)

State Support

Subtotal Revenue (before pandemic/prior-year adjustment listed below)

EXPENSES (with significant campus expense reductions implemented for pandemic response)

Personnel Service Regular

Temporary Service

Other Than Personnel Service

Utilities

Interfund Transfers

Subtotal Expenses (allocated)

Indirect Costs fringe benefits and admin. overhead)

Debt Service/DASNY/Rehab. and Repair

Unallocated Expenses

Total Expenses

Net Funding (before adjustments)

Prior-Year and Pandemic Adjustments

HEERF I, II, and III (to cover costs from prior year as well as current year)

State Support—FY2019–20 adjustment

Subtotal

FULL-TIME EMPLOYEES	Instructional FTE	Non-Instructional FTE	TOTAL
Academic Affairs	221	121	342
Finance and Administration*	0	201	201
College Advancement	0	18	18
Enrollment Management	0	22	22
Offices of President, College Communications and Marketing, and Diversity, Equity, and Inclusion	0	17	17
Student and Campus Life	0	85	85
Subtotal	221	464	685

*Does not include Campus Auxiliary Services

Note: The numbers of FTEs, or full-time employees, are based on actual filled positions versus positions that are budgeted.

FUND TYPE

FY2020-21 Actual Totals	Core Administrative and Academic Accounts	Residence Hall Operations	Fees and Fines Accounts	Summer Session, Winter Session, and Overseas Academic Programs	FY2021-22 Actual Totals (Note 1)
\$60,655.5	\$28,954.4	\$27,221.4	\$9,497.9	\$2,286.5	\$67,960.2
11,515.8	12,441.2	-	-	-	12,441.2
\$72,171.3	\$41,395.6	\$27,221.4	\$9,497.9	\$2,286.5	\$80,401.4
\$47,615.2 Note 2	\$40,265.2	\$4,998.8	\$1,688.1	\$276.5	\$47,228.6 Note 2
3,822.1	2,523.3	314.7	1,057.2	618.1	4,513.3
9,776.1	3,466.5	2,791.2	3,928.2	376.1	10,562.0
2,041.4	2,333.0	1,201.5	-	-	3,534.5
-	(7,358.0)	-	7,358.0	-	-
\$63,254.8	\$41,230.0	\$9,306.2	\$14,031.5	\$1,270.7	\$65,838.4
5,287.5	-	3,541.2	1,157.0	899.7	5,597.9
1,125.3 Note 3	-	2,959.2	-	-	2,959.2
\$6,412.8	-	\$6,500.4	\$1,157.0	\$899.7	\$8,557.1
\$69,667.6	\$41,230.0	\$15,806.6	\$15,188.5	\$2,170.4	\$74,395.5
\$2,503.7	\$165.6	\$11,414.8	(\$5,690.6)	\$116.1	\$6,005.9
\$6,782.4 Note 4	\$2,174.2	-	-	-	\$2,174.2 Note 4
1,551.0	-	-	-	-	-
\$8,333.4	\$2,174.2	-	-	-	\$2,174.2

NOTES

1. Per preliminary close due to print deadline
2. Cash basis—for example, does not include contract-earned raises that were not paid at fiscal year end
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/costs

Portfolio Summary—Unaudited (in 000's)

FUNDING	
State Support	\$12,441.2
Campus-Generated Revenue (tuition, room, fees, net scholarships)	67,960.2
Subtotal Revenue (before adjustment)	\$80,401.4
ADJUSTMENT	
Higher Education Emergency Relief Fund I, II, and III	\$2,174.2
Subtotal	\$2,174.2
OTHER RELATED FUNDS (NOT INCLUDED ABOVE)	
Debt Service—Educational Facilities	\$12,979.8
Fringe Benefits (State Purpose Fund)	25,338.9
Campus Auxiliary Services	12,495.6
Geneseo Foundation*	2,899.4
Sponsored Research	2,382.6
Subtotal Other Funds	\$56,096.3
TOTAL CAMPUS PORTFOLIO	\$138,671.9
CAMPUS PORTFOLIO FUNDING SOURCES (IN 000'S)	
Campus-Generated	\$85,737.8
State	\$50,759.9
Pandemic Funding—Higher Education Emergency Relief Funding	2,174.2
	\$138,671.9

* Pre-closing, annual expenses net of contributed services

2021-22 Leadership of the College



Denise A. Battles, PhD
President



Stacey Robertson, PhD
Provost and Vice President for Academic Affairs



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



robbie routenberg '05, MA
Chief Diversity Officer



Kerri Howell '97, MS
Chief Communications and Marketing Officer



Costas Solomou, EdD
Vice President for Enrollment Management



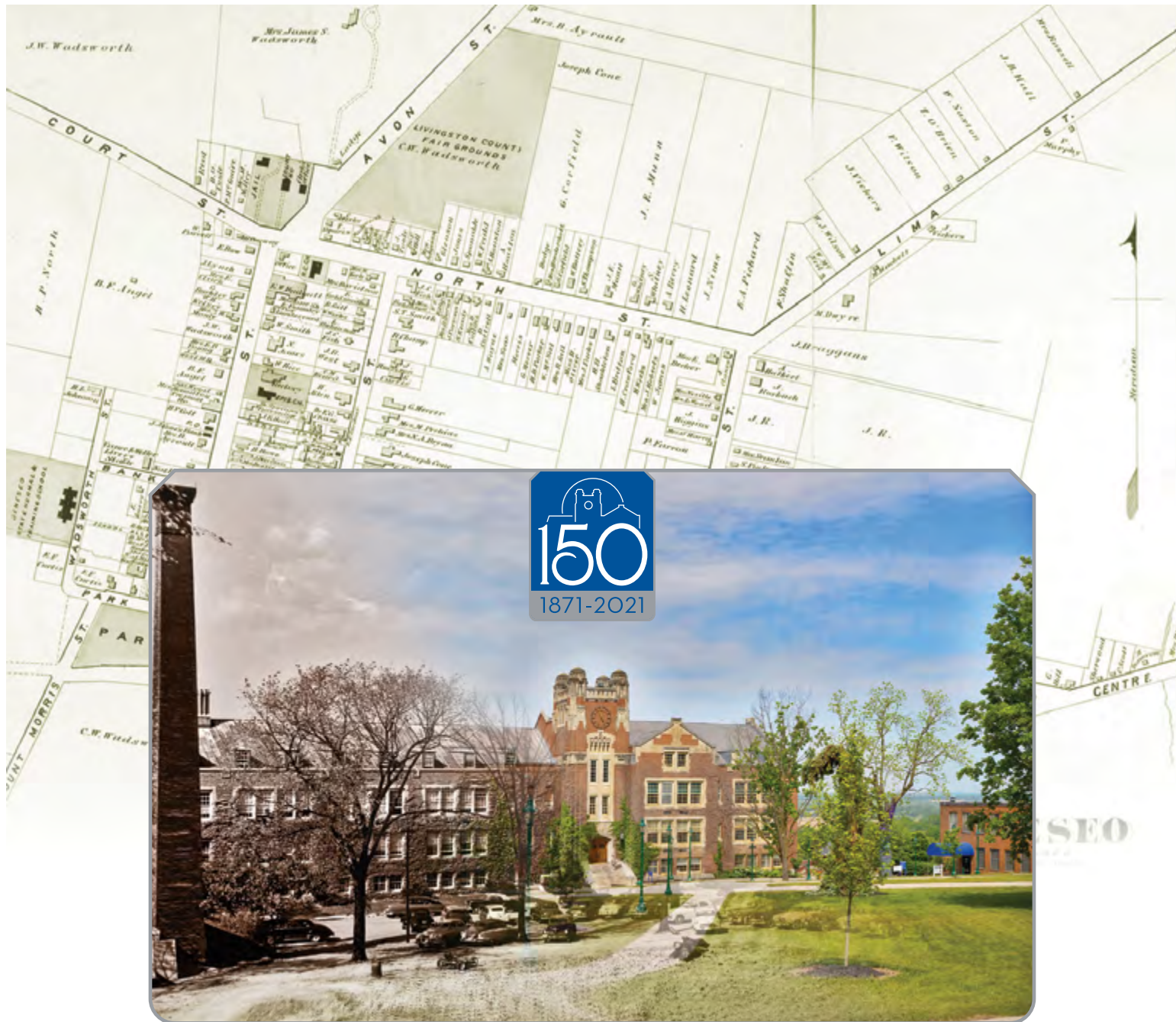
Wendi Kinney, MA
Chief of Staff



Michael Taberski, EdD
Vice President for Student and Campus Life



Ellen Leverich '90
Vice President for College Advancement



GENESE0

THE STATE UNIVERSITY OF NEW YORK

SUNY GENESE0 // 1 COLLEGE CIRCLE, GENESE0, NY 14454-1471 // 585-245-5000