Introduction

Genesee Community College (GCC) is located in upstate New York, 30 miles between the cities of Rochester and Buffalo. The college serves four counties including Genesee, Livingston, Orleans and Wyoming (GLOW) in an area roughly equal to the state of Rhode Island. In addition to the main campus in Batavia, NY, six extension centers offer academic and student services to the residents of the GLOW region. The Genesee Community College Foundation operates on-campus housing with capacity for 453 students. Four hundred twenty-eight full-time faculty and staff serve approximately 6,800 students seeking credits through 64 associate degree and certificate programs. Our students include our service area learners, distance learners, concurrently-enrolled high school students, home-school students, and more than 100 international students. In fall of 2014, 97.3% of our students were from New York State. 55.8% of GCC students are female, 60.8% receive PELL, 12.4% were underrepresented minorities, and our Education Opportunity Program (EOP) enrollment was 83 students.

GCC’s Business and Employees Skills Training or “BEST Center” offers non-credit workforce training such as non-credit food processing training, management training, and industrial safety training to the community. The BEST Center’s Rural Police Training Academy is the region’s primary provider of law enforcement candidates.

Mission

Dedicated to meeting the changing needs of individuals and the community, Genesee Community College, a public, open-admission, student-centered college, commits to providing educational experiences which promote intellectual and social growth, workforce and economic development, and global citizenship.

Vision

Genesee Community College will be the center of educational excellence and innovation; empowering individuals, organizations and communities to meet the demands of a changing world.

Strategic Priorities

GCC is guided in its planning, resource allocation, and institutional assessment of its effectiveness by six strategic priorities:

- Student Readiness and Access
- Student Success and Completion
- Faculty and Staff Success
- Economic Development and Impact
- College Culture
- Sustainability
Among our peers, Genesee Community College is regarded as a student-centered institution with a strong focus on liberal arts education. We provide affordable, high quality foundational education for transfer as well as health related and career programs. GCC is the eighth least expensive community college in the SUNY system and also one of the safest campuses in the system. GCC prides itself in meeting the needs of our rural community through our Ag Academy as well as non-credit and credit Food Processing programs. We are increasingly working with homeschooling organizations to provide access to formal educational experiences. GCC maintains a large population of concurrently enrolled high-school students and recently partnered with the Byron-Bergen School District to open this region’s first P-Tech Academy.

**Program Mix / Centers / Distinct Programs or Activities**

Our academic program mix includes GCC’s 9 Liberal Arts A.A. and A.S. degree programs serve to foster a strong foundation in the liberal arts and sciences. Additionally, we provide programs designed to meet state and regional needs such as our pending Nanotechnology program partnership with Erie Community College and our Food Processing Technology Program. We are currently researching the creation of additional certificates within existing degree programs to provide milestone credentials for students. We have partnered with a research firm to explore Precision Agriculture educational needs as requested by members of our community. GCC experiences consistent enrollment growth in our online programs and course offerings. The college has strategically increased its online offerings to provide courses designated as SUNY general education courses. GCC has adopted the Quality Matters Standards for online learning and last year, completed a SUNY Assessment of our online services as a component of our administrative review process. The college actively supports applied and experiential learning with 26 (more than half) of our programs incorporating formal or informal applied learning requirements. Our students are engaged in various Service Learning and Civic Engagement opportunities as well.

**Post-Graduation Success**

Genesee Community College recognizes that the SUNY System is currently negotiating an MOU with the New York State Labor Department so that we will be able to better track the job attainment of our graduates. Department of Labor information on our graduates will supplement existing surveys, information yielded from our career placement office, information from internships which turn into full-time employment and the work of our alumni office.
Alumni/Philanthropy

As discussed below, GCC introduced a new 18-member Alumni Council this year which serves as a standing committee within the GCC Foundation Board of Directors. The new Council has broad authority to plan and organize alumni activities, subject to the College and Foundation’s general policies. The official purpose of the Alumni Council is to “identify, recruit and mobilize leadership for alumni social, educational, advocacy and fund raising activities.”

Strategic Plan / Excels Goals

Genesee Community College is in the third year of its’ five-year strategic plan, Success Through Collaboration, 2013 – 2018. GCC’s Strategic Plan aligns with the six priorities of the Power of SUNY. A few of Genesee’s Strategic Priority Outcome Measures are:

- Increasing applicant yield rate to 20%
- Increasing retention rate by 1%
- Increasing completion rate to 30%
- Improved student satisfaction scores – Student Opinion Survey 3.5 or higher
- Increase workforce readiness programs by 2%

Genesee shares SUNY’s overall commitment to the SUNY Completion Agenda and SUNY Excels. These Strategic Priority Outcome Measures are consistent with the information above and are consistent with the priorities of SUNY that include improvement in first- and second-year retention; increased graduation rates; increased diversity among faculty and staff; and securing additional partners for START-UP NY. GCC has made strong commitments for growth and/or improvement in these areas, and these are described in Section 2 of this report.

Environmental factors

Genesee Community College makes these commitments not only in the spirit of continuous improvement, but in recognition of current challenges that all SUNY institutions are facing such as student readiness, declining high school demographics, aging facility challenges, technology challenges, and financial challenges.

Investment Fund

Genesee Community College has submitted a white paper to SUNY in support of developing a mentoring program for 25 additional EOP students that will help to increase retention rates for this population of students.
This proposal aligns with Genesee’s strategic priorities as outlined in this Performance Improvement Plan in that the goal of the program is to improve our retention and completion rates.

Section 2: SUNY Excels Priority Areas and Metrics

2.1 Access

1. Strategic Enrollment Management

As described in more detail below in Response to Section 2.1.5 (Completion), due to demographic constraints, Genesee is projecting a very modest increase in overall enrollment but a growing number of part-time graduate and online students. Online students make up approximately 15% of Genesee’s current student population and the percentage continues to increase.

Projected enrollment in the P-12 school districts within Genesee Community College’s service area of Genesee, Livingston, Orleans and Wyoming counties is expected to continue to decline until 2020 before beginning to grow again. It is anticipated that this population of students will have declined by 18% from 2011 to 2020. As described below, Genesee has developed a number of initiatives designed to increase retention and completion rates and help boost enrollment numbers during these years of declining enrollment.

2. NYS Residents Served by SUNY

In the Fall 2014 semester, 97% percent of GCC’s students were New York State residents.

Genesee is committed to continue serving its local community and state while recognizing the value of diversity to the academic and cultural climate of the institution. Genesee currently has an international student population of 2%, and continues to look for ways to increase its international student population.

There are approximately 2,500 GLOW region high school students concurrently enrolled in Genesee Community College each semester. Genesee has one of the largest concurrent enrollment programs in the state among community colleges.

3. Diversity

Genesee recognizes that SUNY’s statutory mission is to serve a population reflective of the residents of New York State. To do so, in recognition of the state’s changing demographics, we recognize that Genesee Community College must continue to work to diversify its student body, faculty and staff. One of GCC’s Strategic Priorities is College Culture. This priority calls for:

- Embracing diversity and foster a culture of trust, collaboration and mutual respect that is shared among all faculty, staff, students and all stakeholders.
- Maintain a welcoming and safe environment for the entire college community.
• Create a culture of excellence that encourages and nurtures continuous improvement and innovation that is shared among all faculty, staff, students and stakeholders. Consistent with the recommendations of the SUNY Diversity Task Force, we will be developing student and employee recruitment and retention efforts to assure progress. We are committed to moving closer toward being campus community reflective of our state’s diversity.

4. Capacity

Genesee Community College sees online learning as essential to adequately providing access to students in our expansive service region. Additionally, GCC faculty has been receptive and innovative in their approach to offer high-quality, high-demand options for online learners. Genesee currently offers 16 degrees and certificates that are fully online and 29 other degrees and certificates that are at least 50% online. We have seen consistent enrollment growth through our online offerings and continue to explore critical-need courses for GCC and SUNY system students.

We are engaged in the Open SUNY Institutional Readiness Assessment and have adopted Quality Matters Standards. GCC recently hired its first Instructional Designer who serves the faculty by providing guidance and support with technical infrastructure to complement their online pedagogy. Through Perkins funding, we have been afforded the opportunity of employing an intern to review many of our online courses for ADA compliance.

5. Completions

As part of Genesee’s Strategic Plan, “Strength Through Collaboration 2013-2018” we are focused on increasing retention and graduation rates by an investment in improved advising, student supports and more effective and efficient remediation. Specifically, under our Strategic Priority for Student Success and Completion, we have vowed to “establish or redesign academic programs, support services and college processes to reduce barriers to completion (e.g. personal, geographical, academic and financial)”, and to “provide integrated and systematic information and advisement services designed to improve student goal development and academic completion.”

We expect that fulfillment of this strategic priority will result in an increase of our fall-to-fall retention rates for full-time and part-time students. Using IPEDS criteria, we will work to increase retention rates of first-time, full-time students to 55%, and of first-time, part-time students to 40% by 2018. We have achieved these rates in the past and believe that with collaborative efforts across campus, we will achieve them again.
In addition, we expect that fulfillment of this strategic priority will result in increased completion rates for our students. Again, we are using IPEDS criteria as a measure, seeking to increase completion rates for first-time, full-time, degree or certificate seeking students to 30% by 2018. This is an ambitious goal that will help to support SUNY’s goal of 150,000 graduates, considering that our highest rate was 29%, but one that we feel is attainable through collaborative efforts across campus.

Genesee does not have a specific goal to increase the number of degrees awarded. We would expect the number will increase proportionately as we increase completion rates for our students. However, given recent declines in enrollment, even increased completion rates may not yield an increased number of degrees awarded. The chart below examines degrees awarded as a percentage of fall cohort class-size. It appears that the number of degrees awarded will be flat or decline slightly over the next three years.
6. Student Achievement / Success (SAM)

Genesee submitted data to SAM for the first time last year. We understand that several national education associations are advocating greater use of SAM data and also encouraging the US Department of Education to utilize SAM as its framework for college affordability and accountability. Each of the measures in SAM: graduation rate, transfer out, persistence can provide a more accurate picture of student success. Consistent with goals previously stated in our Strategic Plan Priority Outcomes for Student Success and Completion, we anticipate a 1% increase over the next five years in students graduating (with or without subsequent transfer).
7. Graduation Rates

An examination of the SUNY Excel data on two, three, and four-year graduation rates show that Genesee students complete at slightly higher rates than sector and national peers. However, as mentioned above, we are focused on improving our graduation rates as emphasized in our Strategic Plan.

Genesee recognizes that we not only need to attract new students, we must also provide them with the support and learning opportunities they need to succeed. Key activities and initiatives to help students succeed include:

- Implementation of a series of non-credit courses designed to advance students from remedial-level math and writing to college-level proficiency.
- Genesee will break ground this summer on construction of a new Student Success Center building. The Student Success Center will provide all of the services that a student may need to be successful in reaching their academic goals.
- While Genesee has had an automated “Early Alert” program for years to help monitor student attendance, we redesigned and repurposed the program in 2015 with focus on student retention and success. The “Early Intervention and Support” online reporting system allows instructors to identify students who display academic difficulty in their courses. Faculty members are able to partner with other campus resources/professionals in order to provide proactive assistance to students so that they are able to succeed in all courses. See: [http://www.genesee.edu/home/offices/advisement/early-intervention-and-support/student/](http://www.genesee.edu/home/offices/advisement/early-intervention-and-support/student/).
- Genesee has fully implemented Degree Works to help students and advisors monitor progress toward program completion.
- Genesee is in compliance with the SUNY Seamless Transfer policy.
Commitment to Reducing the Achievement Gap between URM and non-URM:

We have examined two-year and three-year graduation rates for fall, full-time, Associate-seeking cohorts, comparing rates for underrepresented minorities (URM) to that are not underrepresented minorities (Non-URM). (Students with unknown race information have been excluded from this data). As shown in the table below, since 2007, approximately 15% of fall, full-time, Associate-seeking cohorts with known race information have been classified as URM.

We have identified the gap in completion rates between these two groups and are taking steps to address it though the key activities and initiatives noted above.

8. Time to Degree

Genesee Community College has made a commitment to improving on-time degree completion.
GCC does not currently have a formal “finish-in-two” program. We have a series of initiatives that focus on on-time completion and designed to assist students in achieving their academic goals while managing their financial resources and constraints related to participating in higher education.

Some of these initiatives include: (1) summer math and English non-credit review and preparatory courses, (2) English ALP model of concurrently offering pre-college and college level English, (3) introduction of a new math option (MTH 108) for non-calculus based curricula, (4) continual assessment of remedial math course outcomes and (5) the recent implementation of an aggressive Early Intervention and Support (“EIS”) notification system.

2.3 Success
9. SUNY Advantage

Since SUNY Excels was initially envisioned, the State Legislature has put in place a requirement for SUNY campuses to offer students applied learning/experiential education.

Genesee Community College is represented on the Provost’s Advisory Task Force on Applied Learning and looks forward to the recommendations/draft plan of the related Steering Committee.

That said, Genesee Community College already has strong applied learning opportunities and requirements infused throughout the college’s academic and student services curricula. Highlights include:

- 26 programs that offer formal or informal internships
- 21 faculty who provide support or oversight of internships
- Approximately 780 students participating in regional health care clinical placements
- Over 150 students receiving federal work study funding and campus based work experience
- More than 15 formal Service Learning opportunities annually
- More than 25 civic engagement and community service activities annually

10. Financial Literacy

GCC has implemented a number of measures to increase financial awareness and reduce student default including:

- Implemented Point Across how-to videos on the following topics: Payment Plan and Options, IRS Retrieval, 1098T, and Financial Aid Verification.
  - [http://www.genesee.edu/home/offices/finaid/verification-information/](http://www.genesee.edu/home/offices/finaid/verification-information/)
- Offered webinars (funded by a Title III grant) on Financial Literacy and sponsored seminars on Personal Money Management, Credit Scores, Living on Your Own, Budgeting, Understanding Your W2s and W4s and Controlling Debt.
• Encourage students to complete the federal entrance counseling each year.
• Created a link to the SUNY Smart Track program on Genesee’s webpage.
• Reference SUNY Smart Track in financial aid award letters.

2.4 Inquiry – This section is not applicable to Genesee Community College.

2.5 Engagement
14. START-UP New York

Genesee Community College’s START-UP NY Campus Plan has been approved by SUNY and ESD. GCC continues to work with the Genesee, Livingston, Orleans and Wyoming counties’ economic development agencies to promote new businesses opportunities in the region. The College is currently in the process of developing MOUs that will increase the number of potential Start-Up NY-eligible locations in the GLOW region.

GCC’s President Dr. James Sunser, serves on the FLREDC Higher Education sub-committee and works collaboratively with area business and industry on program development, applied learning, and partnerships.

15. Alumni /Philanthropic Support

Genesee Community College’s current/most recent philanthropic campaign is currently winding down. Highlights of GCC’s “Creating Our Future Together” Campaign include:

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Yes

Yes
Milestones: Yes
Recognition Plans: Yes
Pledge Collection: Yes

We have been working collaboratively with the SUNY system-wide office of philanthropy to support the multi-year target of $5 billion by 2020.
In addition to the “Creating Our Future Together” campaign, GCC introduced a new, 18-member Alumni Council this year which serves as a standing committee within the GCC Foundation Board of Directors. The new Council has broad authority to plan and organize alumni activities, subject to the college and Foundation’s general policies. The official purpose of the Alumni Council is to “identify, recruit and mobilize leadership for alumni social, educational, advocacy and fund raising activities.”
The introduction of Purple Briefcase to GCC’s Career Services center [http://www.genesee.edu/home/offices/alumni/mentor-network/] has provided another new opportunity for Alumni engagement with campus life and current students. Students and alumni can use this new utility to help manage their career paths through the job bulletin board, resume and cover letter builder, mock interviews, calendar of events, career and assessment tools. Alumni are invited to become active members of the mentorship network to help current students job shadowing, co-ops, internships and informational interviews.
Lastly, with the help of the Alumni Council, many new collaborative college and community events are in development. Homecoming weekend is now a “Fall Fest” with opportunities for all ages. The Cougar Crawl kicks off Fall Fest in downtown Batavia and features stops at an assortment of downtown businesses owned by GCC alumni. Fall Fest also includes a Car and Bike Cruise, a bowling tournament benefitting student scholarships, and a performance of the Genesee Symphony Orchestra concludes the weekend of activities.

16. Civic Engagement
Genesee Community College is currently exploring new reporting tools designed to better track and assess the significant civic and community involvement of staff, faculty and key stakeholders.
The College’s current Strategic Plan includes strategic priorities that encourage civic and community engagement. For example:

**Strategic Priority: Economic Development and Impact**
Collaborate with manufacturers/businesses to develop the strongest connection with the GLOW region and NYS employers.

**Strategic Priority: College Culture:**
Increase the number of health and wellness initiatives designed to promote academic, emotional, financial, physical and social wellbeing.

17. Economic Impact

GCC last produced an economic impact report in 2013 entitled, Genesee Community College – Our Community’s Best Investment, which described the college’s economic impact on the GLOW region. An updated report is scheduled for dissemination in March, 2016. According to the most recent estimates, Genesee Community College’s economic impact on its four-county service area is $169.1 million annually.

In the most recent year measured (2012), former Genesee Community College students paid approximately $32.7 million in state and local taxes on their GCC-related incremental income (the portion of their income specifically derived from knowledge and skills acquired through GCC). State and local support of the College totaled $23 million, generating a net positive return to local taxpayers totaling $9.7 million.
Section 3: Conclusion and Expected Impact on your Campus

We recognize that the overarching goal of SUNY Excels is continuous improvement. We believe the goals that we have provided on all Excels measures will significantly advance Genesee Community College in its service to the GLOW region, New York State and beyond. Genesee is making its most aggressive goals in the following areas: improvement in first-year retention, increased graduation rates, increased diversity among the campus community, extending applied learning opportunities, and securing additional partners for START-UP NY. Taken together, progress in each of these priority areas will position Genesee Community College as a more diverse institution in 2020, better prepared to serve the GLOW region and beyond.

Summary of Goals
Genesee Community College will strive to meet its goals as defined in its 2013-2018 Strategic Plan, Success Through Collaboration. Many of GCC’s strategic priorities are closely aligned with SUNY’s Six Big Ideas.

- Collaborate with our educational, business and community partners to ensure students are better prepared for college and to promote a seamless educational pipeline.
- Establish programs, support services and college processes designed to reduce barriers to college enrollment.
- Maximize college resources to facilitate student success after graduation.
- Expose students to programs to enhance their interpersonal skills and promote shared language as global citizens.
- Establish or redesign academic programs, support services and college processes to reduce barriers to completion.
- Increase programming designed to expand student engagement beyond the classroom.
- Collaborate with manufacturers/businesses to develop the strongest connection with the GLOW region and NYS employers.
- Continuously evaluate programs and services to ensure relevance, quality and student success in a changing world.
- Promote the use of college facilities and intellectual resources to foster social, cultural, technological, scientific and global awareness/appreciation.
Projected Outcomes

As our mission states, Genesee Community College, a public open admission, student-centered college, is dedicated to meeting the changing needs of individuals and the community, and commits to providing educational experiences which promote intellectual and social growth, workforce and economic development and global citizenship.

By meeting the goals of Genesee’s Strategic Plan, the college will fulfill its mission while offering quality academic and student activity programs in a very safe and diverse campus community. As a result of meeting the mission of the college there will be increased rates of completion, retention, student satisfaction, and global awareness on campus.