MORRISVILLE STATE COLLEGE
PERFORMANCE IMPROVEMENT PLAN
2015
# Table of Contents

**SECTION 1: CAMPUS ALIGNMENT WITH SUNY EXCELS**

- Introduction ......................................................................................................................... 1
- Missions, Vision, Goals ......................................................................................................... 1
- Programs, Centers and Distinct Programs and Activities .................................................. 2
- Post-Graduation Success ....................................................................................................... 3
- Alumni and Philanthropy ...................................................................................................... 3
- Strategic Plan/Excel Goals .................................................................................................... 3
- Environmental Factors ......................................................................................................... 4
- Investment Funds .................................................................................................................. 4

**SECTION 2: SPECIFIC SUNY EXCELS PRIORITY AREAS AND METRICS**

- Introduction .......................................................................................................................... 5
- 2.1 Access .............................................................................................................................. 5
- 2.2 Completion ....................................................................................................................... 9
- 2.3 Success ............................................................................................................................. 10
- 2.4 Inquiry .............................................................................................................................. 12
- 2.5 Engagement .................................................................................................................... 13

**SECTION 3: CONCLUSION AND EXPECTED IMPACT ON CAMPUS**

- Summary of Goals and Projected Outcomes .................................................................... 14

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Introduction

The Morrisville State College Strategic Plan, 2015-2020 - *A College That Works in a System that Excels* [http://publications.morrisville.edu/MSC-Strategic-Plan-2015-2020/] closely aligns with the five priority areas of SUNY Excels (Access, Completion, Success, Inquiry and Engagement) and SUNY System-wide goals. The MSC Strategic Plan presents a comprehensive update of the campuses mission, goals and strategies as a blueprint for growth, continued innovation and continuous improvement.

The MSC Performance Improvement Plan (PIP) is centric to MSC’s mission, outline criteria to improve access, completion, academic and post-graduation success and services, and community engagement which aligns with the SUNY Excels Performance System. In order to achieve the College mission Morrisville will focus on student enrollment and retention, marketing and communication, and friendraising and fundraising.

State University of New York College of Agriculture and Technology at Morrisville (Morrisville State College), established in 1908, is a baccalaureate/associate’s college located in Morrisville, New York, with a branch campus in Norwich, New York and the Educational Opportunity Center (EOC) in Syracuse. The College is accredited by the Middle States Commission on Higher Education.

With approximately 630 full and part-time faculty and staff, Morrisville State College (MSC) serves approximately 3,000 students in over 75 degree programs at the baccalaureate, associate, and certificate level.

MSC serves students from the local communities, across New York State, the country, and the world, with 90% at the Morrisville location and 10% at the Norwich location. The college is one of the most diverse campuses within the SUNY system, enrolling nearly 30% of students identifying as underrepresented minorities. Diversity and inclusion are an integral part of the institution’s Strategic Plan.

Morrisville was recently identified by the U.S. News and World Report (USNWR) as one of the 23 SUNY Schools receiving regional recognition, and last year was ranked second in the nation for the colleges which “over-performed” on graduation rates. In June 2015, the College again received national recognition when USNWR ranked Morrisville in the top ten for U.S. colleges requiring internship experiences for its graduates. With such national acclaim, Morrisville continues to affirm its vision to “be a recognized leader in innovative applied education”.

**Morrisville State College’s Vision, Mission and Goals**

The landscape for higher education has never been more dynamic or demanding. Technology continues to both disrupt and improve traditional models of education, while allowing for the new market entrants to serve evolving market segments. In addition, public constituents and accrediting bodies are demanding comprehensive and transparent accountability of mission outcomes. The MSC Strategic Plan is a comprehensive response to these challenging circumstances, affirming certain mission-critical strategies, while rejecting others. Below are the College vision statement, mission statement, and goals that represent the road map for action for all constituents.

Vision:

Morrisville State College aspires to be a recognized leader in innovative applied education.
Mission:

Morrisville State College works to offer diverse learning experiences so that graduates may pursue rewarding lives and careers, become engaged citizens, and contribute to our collective future.

Morrisville Works to:

Inspire Learning through Experience
   Goal 1: To offer career-focused experiential learning
   Goal 2: To promote inquiry and scholarship at all levels
   Goal 3: To enhance cultural competency and promote equity and inclusion

Build Community
   Goal 4: To create a vibrant campus community for personal interaction and growth
   Goal 5: To engage the local community in civic and cultural affairs
   Goal 6: To promote regional, state-wide and international partnerships

Achieve a Sustainable Future
   Goal 7: To develop campus resources and operations with minimum resource footprint
   Goal 8: To achieve effective and sustainable levels of required resources
   Goal 9: To assess and document success in achieving the College’s mission

MSC distinguishes itself as a leader in applied learning. Evidence of the faculty and staff commitment to applied education is demonstrated by the activities of the student-run entrepreneurial enterprises that generate approximately 3 million dollars annually. The faculty and staff continue to seek grant funding to enhance the student learning experience. The college was awarded $12.9 million through the SUNY 2020 initiative to build a new 35,000-square-foot alternative fuels building. The new building will house Morrisville State College’s renewable energy, diesel technology and agricultural engineering programs, in addition to its Renewable Energy Training Center (RETC). With the SUNY 2020 grant, and in partnership with the Governor’s Office, SUNY and the College promote economic growth across New York State and strengthen the MSC academic programs for the current and future workforce.

Programs, Centers and Distinct Programs and Activities at Morrisville State College
MSC’s historic commitment to hand-on, applied education now involves a wide array of campus-based enterprises and institutes. These operations are campus-supported and integrated into aligned academic programs, with course outcomes requiring students to become engaged in the plans, operations, and sustainability of these enterprises. Students enrolled in these programs learn through hands-on technical applications and realize other important career-ready experiences. For bachelor programs, the commitment to applied learning extends to include a full-semester internship for a capstone academic experience. Together these experiential learning opportunities offer diverse settings for students to create and innovate, design and build, cultivate and harvest, breed and rehabilitate, troubleshoot and repair, analyze and sustain, and diagnose and heal. It is no coincidence that many present-day learning outcomes can trace their origins to those learning techniques adopted at Morrisville a century ago to promote sustainable farms and communities.

New Academic Programs:
MSC is currently developing plans to reintroduce a Bachelor of Science in Nursing, and establish an Associate of Applied Science in Nursing at the Norwich Campus. Faculty are developing a Bachelor of Science Degree in Animal Science, Bachelor of Science Degree in Food Science with a brewing option, and a Masters in Agricultural Business.

The Educational Opportunity Program:
MSC has an active Educational Opportunity Program which excels at providing multi-faceted levels of financial, academic and counseling support for its students. Prior to the start of their first year, EOP
students are required to participate in a four-week summer program designed to help acclimate them to the rigors of college study. The program provides various skill enhancement opportunities in the areas of study skills, math, reading, the humanities, and critical thinking. During the semester, the program’s director and two counselors are responsible for over 180 students. Included in the many areas of support, students are also afforded weekly and bi-weekly counseling support; financial assistance; and tutoring support during evening study sessions.

Educational Opportunity Center:
MSC hosts an Educational Opportunity Center in Syracuse that has been administered by MSC since 1974. The EOC is one of ten centers in New York State and excels at offering educational programs and career counseling services to academically and/or economically disadvantaged adults, ages 18 and over. The EOC’s dedicated faculty and staff provide a diverse group of adult learners with quality academic and career training programs leading to higher education and/or gainful employment and economic self-sufficiency. The Syracuse EOC has excelled in a three-year period by enrolling over 2,400 students with over 50% successfully completing their enrolled program of study. As a result there were over 700 positive program outcomes from 299 employment placements, 278 post-secondary enrollments, 385 certificates, and 138 HSE certificates over a three year period.

Norwich Campus:
The Morrisville State College Norwich campus has been serving the Norwich community and the surrounding areas for more than 46 years. The Norwich Campus is a center of teaching and learning offering approximately 300 students sixteen associate degree options. The campus is also used by businesses, not-for-profits and community partners for training, events and videoconferencing. In the 2014-15 academic year, the Norwich Campus hosted 233 activities, with 49 community partners and 5,810 registrants in areas of business and industry training, community service, personal enrichment, and area events.

Post-Graduation Success
Morrisville State College graduates report finding consistent success achieving baccalaureate and associate degrees, finding employment, or transferring. For the last three academic years, the percentage of baccalaureate graduates finding employment or transferring has increased from 46% to 53%. In addition, associate degree graduates finding employment or transferring has increased from 64% to 68%. The college is committed to gathering information about students who are seeking employment beyond graduation through the use of alumni surveys.

Morrisville State College Alumni and Philanthropy
Morrisville State College currently has 38,000 active alumni, of which 30,000 live in Central New York. MSC alumni are tremendous advocates for the campus and contribute in many ways. Most recently, alumni from 1959 decided to leave a legacy gift to Morrisville State College. This automotive technology graduate expressed his gratitude to Morrisville State with a generous bequest, a Life Tenancy gift of the family’s home on Skaneateles Lake. The bequest will become the largest gift from an alumnus in the College’s history. A 1963 graduate of Morrisville State College recently established the James R. Owen ’63 Business Scholarship, designed to assist students majoring in accounting or a similar business field with their college expenses.

Alumni giving has increased from $90,148 in FY2012 to $129,402 in FY2015. Student donors have increased from ten in FY2012 to 168 in FY2015. Corporate and Foundation giving has doubled since FY2012.

The Morrisville State College Strategic Plan and SUNY Excels
Morrisville State College is implementing a new five-year strategic plan, A College That Works in a System that Excels, 2015-2020. The College Strategic plan aligns with the SUNY Excel Performance System as noted in the comparison below:
Morrisville’s strategic priorities for 2015-2016 are:

- Increasing student enrollment and retention
- Expand marketing and communication
- Strengthen fundraising and fundraising

Morrisville State College shares SUNY’s overall commitment to SUNY’s Completion Agenda and SUNY Excels. Our commitment is reflected in MSC’s strategic priorities for 2015-2016. Consistent with the information above, MSC will continue to focus on increased graduation rates; growth in total sponsored activity (high-needs grants); increased diversity among faculty, staff and students; extending applied learning experiences across all undergraduate programs; and securing additional partners for START-UP NY.

**Environmental factors**

Morrisville State College has identified environment factors that present challenges to obtaining the College mission:

- There exists declining resources for admission marketing, student success, and retention.
- The College is managing improvement of an aging academic and residential infrastructure.
- Transitional leadership over the last five years resulted in a significant decrease of 13.9% in student enrollment and corresponding base-aid.
- Leadership shifts in administrative personnel over the last five years include each of four different Chief Financial Officers, Facility Directors, and Human Resource Directors.

MSC has taken an aggressive role addressing these environmental factors. A new president was hired in June 2015 and an interim provost in July 2015. Active searches are underway for senior leadership in admissions, advancement, major gifts, and communication. The College’s intentional response to environmental factors is framed around the collaborative effort of strategic planning and continuous improvement.

**Investment Fund**

On July 30, 2015 SUNY System began the process for the Request for Proposals (RFP) for the Expanded Investment and Performance Fund. MSC faculty and staff took part in this process to identify strategic areas of need and requested funding to support institutional priorities. The College received approval of six of its white papers in September 2015 and submitted complete proposals in October 2015 for SUNY’s Investment Fund as follows:

- **Quantway: An Instructional System to Promote Student Engagement and Success:** Addresses MSC Goal 1, Goal 4 and Goal 9 and SUNY EXCEL areas of Success and Completion
- **Morrisville State College Student Success and Retention Initiative:** Addresses MSC Goal 1, Goal 4, Goal 8 and Goal 9 and SUNY EXCEL areas of Access, Success and Completion
- **Morrisville Marketing:** Addresses MSC Goal 4, Goal 8 and SUNY EXCEL area of Access and Engagement
- **Morrisville EOP Gateway to Success – Mathematics:** Addresses MSC Goal 1, 4 and 9 and SUNY EXCEL area of Access and Completion
• Morrisville 2+2 Partnership in Information Technology: Addresses MSC Goal 1 and 9 and SUNY EXCEL area of Access, Completion, Success and Engagement
• SUNY 2020V Alternative Fuels Facility: Addresses MSC Goal 1, 2, 6 and 7 and all five SUNY EXCELS areas

As these strategic initiatives are pursued and implemented, the measurement of success is critical to planning and resource allocation. Section Two of the Performance Improvement Plan describes Morrisville State College’s framework in accordance with its unique campus mission and relative to current PIP performance indicators and the Technology Sector targets provided by the SUNY System.

Section Two: Specific SUNY Excels Priority Areas and Metrics

Introduction
The SUNY System has set initial goals overall and by sector for specific measures as part of the SUNY EXCELS Performance System. Specific measures include total student headcount under the area of Access, percent 1st year retention for first-time and full-time students; time to degree at the associate and baccalaureate level, three-year associate graduation rate, six-year baccalaureate graduation rate and total degrees awarded in the area of Completion, student default rate by campus in the area of Success, total sponsored activity in the area of Inquiry, funds raised and alumni giving in the area of Engagement. Morrisville State College is part of the Technology Sector which includes Alfred State College, SUNY Canton, SUNY Cobleskill, SUNY Delhi, Farmingdale State College, SUNY Maritime College and SUNY IT.

In addition to specific measures, the SUNY System has outlined the framework for the SUNY EXCELS in the areas of Access, Completion, Success, Inquiry and Engagement. In Section Two of the Performance Improvement Plan, Morrisville State College will address plans for continuous improvement and excellence in the five areas of SUNY EXCELS, Chancellor Zimpher’s pledge to increase the number of SUNY graduates to 150,000 each year by 2020 and will provide information regarding institutional strategies and initiatives that impact advancing the mission of the College, achieving institutional set benchmarks and moving toward the initial SUNY System target goals set for the Technology Sector.

2.1 Access
In the Morrisville State College Strategic Plan under Goal 8, “To achieve effective and sustainable levels of required resources”, the following strategies provide guidance for planning to achieve growth in student enrollment and increase student retention:

• Develop functional strategic plans that align with the College’s comprehensive strategic plan.
• Maintain a breadth of program offerings that meet student and community needs.
• Review and adopt technologies that support teaching modalities to promote access and success.

A key functional strategic plan currently being refined is in enrollment planning. Part of Morrisville’s strategic priorities for 2015-2016 will be increasing student enrollment and retention, and to expand marketing and communication. This functional strategic plan will outline collaborative admissions and marketing practices to promote College academic program offerings, and present external constituents the academic pathways available for meeting their educational objectives and career outcomes. To bolster these planning efforts, the College has submitted two proposals for marketing and retention to enhance marketing efforts; engage consultants to provide guidance for best practices; and establish staffing to oversee retention programming. The full enrollment picture is described with trend information provided below. Currently, the College has hired an Interim Dean of Admission to provide new leadership facilitation in these areas and a search for the permanent role has begun.
**Full Enrollment Picture**

Table 1 below reports recent trends in enrollment at Morrisville State College, as well as the planned future headcount and Average Annual Full-Time Equivalent (AAFTE).

While the planned AAFTE of 3000 for 2020 may seem ambitious relative to recent levels, the College was above 3000 AAFTE for two consecutive years just four years ago. With strategies to enhance both on-campus retention and outreach to new markets, the College is confident of achieving this level of enrollment.

Morrisville has entered into a one-year contract with Ruffalo Noel Levitz to develop and launch a predictive model specific to Morrisville’s historic enrollment trends. The predicted inquiry growth for the class of 2016 is 3,864 resulting in a projected application increase of 374. Based on historical conversions, this increase is anticipated to net a 54 student enrollment “lift” attributed directly from search as a first source. In the subsequent year, the predicted result is an additional 10,349 inquiries, 972 more applications, and 153 students who will be directly enrolled as an outcome of the search model.

In an effort to increase transfer student numbers and capitalize on what we have determined to be an underserved population, Morrisville State College has launched the “Transfer Promise” designed specifically for Associates of Applied Science degree graduates who desire Baccalaureate programs.

These are several examples of institutional initiatives to increase student enrollment, improve College marketing and the student enrollment process.

**NYS Residents Served by Morrisville State College**

As of fall 2014, 95.3% of MSC students are New York State Residents as reported in the SUNY student data submissions (SDS). This number is consistent with previous year enrollments.

In addition to the students reported in the SDS, MSC serves NYS residents with a variety of non-credit training, conferencing and development activities. Table 2 shows a steady increase in non-credit instructional activities.
Some of the non-credit activities hosted by MSC include Future Farmers of America, BOCES Skills USA Competition, Norwich Campus Liberty Partnership Program, American Legion Boy’s State, Norwich City School District STEM Camp, Northeast Hops Alliance, Environmental Training Center, Renewable Energy Training Center and DCMO BOCES Science Workshop.

In addition, MSC will host the New York State Excelsior Conservation Corps Environmental Career Opportunities for Young Adults. This program will serve 50 full-time service positions in a 10 month residential program on the Morrisville campus beginning January 2016.

The Syracuse Equal Opportunity Center (EOC) in 2012-2013 served 851 students and in 2013-2014 served 792. While there was an enrollment decline, the Center decreased student attrition and has continued to seek additional funding through grant opportunities to strengthen student programming and expand student service.

Diversity
The Morrisville State College is committed to achieving the MSC Strategic Plan Goal 3, “To enhance cultural competency and promote equity and inclusion,” and implement the following strategies:

- Implement innovative recruitment strategies to enhance campus diversity in all areas.
- Leverage the significant diversity of our campus community to strengthen perspectives on individual and group similarities and differences.
- Utilize across the academic disciplines a multitude of cultural stories to enhance the curriculum.
- Expand campus-based activities and training to enhance inclusiveness and equity.

As a future priority, the College anticipates the hire of a Chief Diversity Officer in fall 2017. In order to further College goals of strengthening the diversity and cultural competency of our faculty and staff, President Rogers reestablished the College Diversity Committee as a presidential taskforce for Diversity, Equity and Inclusion. One of the objectives of the taskforce is to support cultural competencies in and out of the classroom. The number of underrepresented minorities has been trending upward over recent years, and the percentage of students from underrepresented backgrounds has met or exceeded the College sector’s average as noted in Table 3.

Table 3: Trends in Student Diversity

<table>
<thead>
<tr>
<th>Semester</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus % All Minorities</td>
<td>21.3%</td>
<td>18.6%</td>
<td>24.0%</td>
<td>29.1%</td>
<td>29.1%</td>
<td>28.2%</td>
</tr>
<tr>
<td>Sector % All Minorities</td>
<td>17.1%</td>
<td>21.2%</td>
<td>23.9%</td>
<td>25.5%</td>
<td>26.7%</td>
<td>28.8%</td>
</tr>
<tr>
<td>Campus % Underrepresented Minorities</td>
<td>20.6%</td>
<td>18.1%</td>
<td>22.8%</td>
<td>27.9%</td>
<td>28.0%</td>
<td>27.4%</td>
</tr>
<tr>
<td>Sector % Underrepresented Minorities</td>
<td>15.0%</td>
<td>18.5%</td>
<td>20.7%</td>
<td>22.3%</td>
<td>23.3%</td>
<td>25.2%</td>
</tr>
</tbody>
</table>

1 Underrepresented Minorities includes Black, Hispanic, Native American/Alaskan, and Two or More Races.

Source: SUNY Data Warehouse
MSC’s campus diversity is also supported by the IPEDS Data Feedback Report data, which compared MSC to seven selected peer institutions from around the country. 18% of MSC students are Black or African American, compared to an average of only 4% at the comparison group institutions. The percentage of Hispanic and Latino students is slightly higher than the comparison group average (7% vs. 4%). Like our peers, we have a very small percentage of students who identify as American Indian, Alaskan Native, Asian, Native Hawaiian or Pacific Islander. This is a clear area of growth. In addition, as part of MSC’s Perkins IV CTEA grant through NYS Education Department, we are focusing resources toward recruiting nontraditional for gender students for many of our 2-year programs.

The college is committed to serving its local community and state while recognizing the value of diversity to the academic and cultural climate of the institution. OnCampus SUNY, a newly created college entry pathway program for international students, has been articulated between Morrisville and Cambridge Education Group of England, a leading independent provider of academic and creative programs designed for students seeking to study in the United States and the United Kingdom. The partnership employs a “hub and spoke” model whereby students enroll in credit-bearing classes on the Morrisville State College campus for one year, acclimatizing to the American higher educational system and receiving supplemental support from OnCampus SUNY staff.

According to the SUNY Total and Sector Summary Report, the sector average percentage of minority faculty members is 12.3% (as of 2013, according to the most recent available data). According to the SUNY Excels Total and Sector Summary Reports (June, 2015), the SUNY sector average for minority students is 28.3%. While the MSC percentage of minority students parallels the SUNY sector average, we substantially exceed that of our non-SUNY peer institutions.

An area with clear opportunity for growth is the number of MSC faculty and staff of color. According to the SUNY Excels Data Summary, just 7% of our faculty and 6% of our staff are minorities. It is evident that the racial and ethnic diversity of our student body is not reflected in our faculty and staff. To address this issue the College has expanded recruitment efforts and marketing of open positions. Results of recent faculty/staff recruitment efforts include of the 12 new full-time faculty members hired to begin this fall, 4 (or 30%) are from underrepresented groups. Of the 42 new full-time faculty and staff hired between June, 2014 and August 1, 2015, 6 (or 14.3%) are from underrepresented groups. MSC will continue to review approaches and programming related to the Diversity of the educational community.

Capacity of Morrisville State College Programs

Over the course of the 2014-15 academic year, MSC engaged in prioritization process as a way to make strategic decisions about MSC’s operations where priorities must be set so resources may be focused on the most effective, mission-critical programs. Academically, MSC set priorities for future investment, and identify those academic areas in which the college can excel.

Program prioritization is a significant process in achieving academic excellence and focus, and the process informs planning, resource allocation, and assessment. In the end prioritization will help to enhance areas of critical importance, including, but not limited to work load issues, salary enhancement, new academic program development, and student/academic services.

MSC faculty is exploring the expansion of fully-online and videoconferencing modalities for strategic academic programs with a request for funds from Open SUNY entitled Morrisville 2+2 Partnership in Information Technology. The strategy is aligned with Goal 8 of the MSC Strategic plan. The framework of this proposal, collaboration with SUNY Community Colleges and the MSC Norwich Campus, are the foundation of exploring growth for student enrollment in the upper division of the CIT bachelor programs.
2.2 Completion

As a public institution, MSC strives to provide affordable access to a diverse yet capable student body that can benefit from a career-focused, experiential learning environment. Owing to its intense focus on applied learning, Morrisville requires the very impactful student learning experiences that correlate with student success and completion. Indeed last year, USNWR ranked MSC second in the country at overachieving its anticipated graduation rate. In 2013, with a desire to improve the MSC’s graduation and year-to-year retention rates, the College invested resources to initiate a college-wide First Year Experience program. Hallmarks of this program include academic readiness components, social activities, leadership development, and strengthening awareness of college expectations. The resultant increase in the fall to fall retention rate of 11.1% is illustrated in Table 4. MSC will continue to strengthen retention efforts to reach the Technology Sector average of 70.4%. Freshman GPA was also positively impacted as evidenced in Table 5.

| Table 4: Trends in First Year Retention for First-Time (Full-Time) Matriculated Students |
|---------------------------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                                | as of Fall 2009 | as of Fall 2010 | as of Fall 2011 | as of Fall 2012 | as of Fall 2013 | as of Fall 2014 | 5-Year Percent Change | Plan as of Fall 2015 | Plan as of Fall 2018 | Plan as of Fall 2020 |
| First-Time Full-Time Student Retention | Entering Fall | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2017 | 2019 |
| Matriculated                   |               | 1,103 | 1,128 | 1,101 | 1,000 | 885 | 839 | -23.9% | 772 | 850 | 935 |
| First Year Retention Rate      |               | 51.2% | 53.0% | 53.4% | 52.9% | 56.6% | 62.3% | +11.1% | 64.2% | 68.0% | 70.4% |

Source: SUNY Data Warehouse.

Table 5: Five Year Comparison Average Freshman Fall GPA

<table>
<thead>
<tr>
<th>Average GPA</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.83</td>
<td>1.90</td>
<td>1.97</td>
<td>2.05</td>
<td>2.24</td>
<td>2.18</td>
</tr>
</tbody>
</table>

Source: Banner Student Information System

An additional retention strategy to increase enrollment involves convincing capable two-year Morrisville graduates to consider staying for an aligned four-year degree. The College has established and promoted A to B (Associate to Baccalaureate) Fairs on campus to educate students about such options. Students who stay at Morrisville through this option are tracked with the designation of “transition” students. Table 6 summarizes the growth of these students in recent years and documents the continued growth of baccalaureate students at the College.

<table>
<thead>
<tr>
<th>Table 6: Baccalaureate Headcount by Enrollment Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2009</td>
</tr>
<tr>
<td>First-Time</td>
</tr>
<tr>
<td>Transfer</td>
</tr>
<tr>
<td>Transition</td>
</tr>
<tr>
<td>Continuing/Returning</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source: SUNY Business Intelligence
In support of System’s completion goal, MSC estimates an overall increase in the number of degrees granted (Table 7), as a result of strengthening marketing, student recruitment and retention programming.

Table 7: Estimate of Total Degrees Granted for 2015-16 and 2020-21

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Degrees</td>
<td>456</td>
<td>475</td>
<td>550</td>
</tr>
<tr>
<td>Baccalaureate Degrees</td>
<td>188</td>
<td>200</td>
<td>225</td>
</tr>
<tr>
<td>Certificates</td>
<td>1</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>645</td>
<td>680</td>
<td>780</td>
</tr>
</tbody>
</table>

MSC has in realizing the identified totals above, in part, based on anticipated enrollment and retention increases, but also on strategies to make explicit efforts to award associate degrees to those students in baccalaureate degrees who in passing, meet the established requirements for parallel associate programs. In addition to degrees awarded, MSC is exploring the expansion of degrees and certificates to include workforce training and other micro-degree offerings as part of the College’s larger completion agenda.

**Student Achievement at MSC: Retention, Persistence, Graduation and Transfer**

SUNY was the first system in the country to adopt the Student Achievement Measure (SAM). Last year MSC piloted the collection of data for SAM and is working to upload the submission for the next reporting cycle. MSC is reviewing the initial data set, establishing baselines and setting future benchmarks for comparison.

MSC’s commitment to increase graduation rates centers on our commitment to improve retention and student supports. The College is committed to improved retention for all students and in particular to reducing the achievement gap between under-represented minority students and their peers as stated in Goal 4 of the institutional strategic plan, “To create a vibrant campus community for personal interaction and growth” and with strategies:

- Promote greater academic and co-curricular engagement for students.
- Create more opportunities for students, faculty, and staff to interact socially, academically and recreationally.
- Enhance student awareness of, and participation in, programs promoting success.

Some of the activities and initiatives include the full implementation of Degree Works and appointment of a Campus Wide Academic Advisor. MSC faculty in the Mathematics Department submitted an RFP, “Quantway: An Instructional System to Promote Student Engagement and Success,” in order to develop a course for students who struggle with quantitative literacy and reasoning, but need a stepping stone to meet program or general education requirements.

**Time to Degree**

MSC has made a commitment to improving on-time degree completion. Morrisville has launched the “Transfer Promise” designed specifically for Associates of Applied Science degree graduates who desire Baccalaureate programs. An applied associate’s degree makes sense when matched to an aligned bachelor degree program offerings, and our promise articulates graduates into a specialized degree area for completion in four semesters - without credit loss or additional time required. January 2015 was the soft launch, with a full marketing campaign in fall 2015.

**2.3 Success**

**SUNY Advantage**

The shared vision of MSC is to aspire to be a recognized leader in innovative applied education. Morrisville, keeping to its historical roots, set a strategic goal to offer career-focused experiential learning
to its students including hands-on course curriculum in the classroom, laboratory and with key emphasis in the work setting. In 2015, MSC was recently named, by *U.S News and World Report*, as one of the top 10 colleges in the nation with the highest internship rates. According to the report, it is among schools that produced the highest percentage of interns among the Class of 2013. On average, 38% of the Class of 2013 participated in an internship during their undergraduate careers, according to data reported by 314 ranked colleges and universities in a *U.S. News* survey. At the 10 schools with the highest rates of participation, at least 88% of undergraduates completed an internship. The report gives MSC 5th place distinction with 95% of baccalaureate students graduating with internships.

**Student enterprises.** Evidence of the faculty and staff commitment to applied education is shown by the activities of student-run entrepreneurial enterprises that generate approximately 3 million dollars annually. The student enterprises range from the agriculture sector to STEM, business and healthcare related career areas. Horticulture students run a full-service flower shop that offers sales at farmers markets and online to the local community. Morrisville Fresh, LLC is a student-run LLC producing and selling agricultural products. The Dairy Program operates a fully functional dairy enterprise incorporating the use of a windmill and a methane digester to offset more than half of electrical expenses. The Equine Program breeds, trains, rehabilitates, and races horses, in addition to hosting the largest Standardbred yearling sale in NYS ($1.4 million in sales for 2015).

The Aquaculture program raises and sells tilapia and rainbow trout, and operates a controlled environmental agriculture (CEA) system. The Automotive Program operates a live service desk and provides full-service automotive repair and body shop open to the public, and repairs and updates donated automobiles for public distribution. Massage Therapy Program offers treatments to the campus and general community. The Travel Agency operates a full-service business and partners with Madison County Tourism. The Restaurant Management faculty and students operate a full-service restaurant, the Copper Turret. The Renewable Energy Training Center offers training in solar, wind, geothermal, and micro-hydro to address the needs of NYS’s renewable energy sector, and offers wastewater and water certification training. The Renewable Resources Program manages and harvests forested growth from state-owned land. Residential Construction Program builds and renovates on- and off-campus projects. These enterprises offer students the experience in the work setting to prepare for a future career.

**Applied Learning Committees at the SUNY and College Level.** Morrisville State College is an integral member of the SUNY Provost’s Applied Learning Advisory Committee, formed in October 2014, and has formed a campus applied learning committee in August 2015. The SUNY and campus committees provide the faculty, staff and administration the opportunity to enhance the exploratory dialogue to improve student applied learning experience through best practices. The campus committee representation is from academic programs that successfully operate student enterprises and contain student programming related to internships, practicums, clinicals and other experiential learning.

**Morrisville State College Efforts to Increase Participation of all Students**

MSC faculty and staff working through Strategic Plan Goal 4 are strengthening programs to increase student participation academically and personal engagement in the college community:

**CSTEP and STEP:** MSC is one of 13 SUNY schools to have CSTEP and one of ten SUNY schools to have STEP within the 65-campus system. CSTEP staff runs a three-week summer online program for prospective students. Students currently in the CSTEP program are enrolled in 58 MSC academic degree programs. CSTEP students are required to perform 10 hours of community service aligned with the student major. This community service requirement is supported by professional groups and led by faculty and staff. The STEP program includes a student internship of 108 hours per year and based on the student’s career interests, and includes opportunities at over 175 sites.
EOP: The Equal Opportunity Program identifies prospective students through a special admission procedure who have a desire and potential to succeed in college but lack the academic preparation or financial resources necessary to allow them admittance through regular procedures. EOP provides financial assistance, counseling and academic support. MSC staff held 2015 summer programs for freshmen and continuing students which integrated academic success strategies, extended orientation to the campus, time management skills, mathematics practice, and leadership programming. In order to improve student success rates, MSC submitted an RFP, “Morrisville EOP Gateway to Success – Mathematics,” designed to help EOP students successful complete their required mathematics course.

Disability Support Services: The Disability Support Services provides access services for students with disability with hi-tech and low-tech support to maximize learning environments. The staff encourages self-advocacy, helps students learn how to handle and setup up program services, maintains an open-door policy.

Academic Enrichment Tutoring Services: MSC Academic Enrichment Center at the Morrisville and Norwich Campuses provide tutoring for any subject where help is requested. Student Success Seminars are provided throughout the year and students can request to have an individual review if they are unable to attend. Help is offered through drop in, one-on-one, small group or by appointments; and professional and peer tutors are available. MSC is part of the SUNY consortium with unlimited help with online tutoring in areas of writing, mathematics, biology, chemistry or accounting.

EOC: The Syracuse Educational Opportunity Center was established in February 1969 by SUNY and in 1973 administration was assumed by Morrisville State College. Today the EOC offers nine major programs as well as employment services and computer access. Our mission remains the same: to provide qualified and motivated individuals with valuable education and career resources. Syracuse EOC established 14 new or enhanced community partnerships in the 2012-2013 academic year, some include Salvation Army, Onondaga County, Literacy NY, Onondaga Community College, Jobs Plus and Syracuse University. These partnerships provide students additional pathways for career training and goal attainment. The Syracuse EOC plans to develop flexible GED preparation programs and increase GED attainment by 2% each year.

Financial Literacy
Since July 2014, Morrisville State College had expanded financial literacy programming for students using the SUNY Smart Track program. This program allows us to monitor the student usage and success of the modules attempted and completed. A future goal, as implemented by the Financial Aid Office, is to broaden the usage of SUNY Smart Track on campus so we are reaching out to as many students as possible. Staff will be providing disclosures for those who are utilizing loans to assist in the cost of their education. All incoming students complete entrance counseling in order to process any student loan they are accepting.

The SUNY Smart Track Program Course Completion Detail Report shows that 84 students have participated in various modules with a success rate of 81.7%. MSC will be using this early data set as a benchmark to compare future student cohorts. The MSC two-year default rate was 11.1%, below the Technology Sector Average of 12%, but below the SUNY System target of 8%.

2.4 Inquiry
MSC plans to increase total sponsored activity. With the addition of a Grants Coordinator position 2 years ago, grants are now tracked, opportunities for grant funding are communicated with faculty and deans on a regular basis, and strategies for increasing overall grant activity is discussed on a regular basis with administration. MSC is still in the early stages of actively pursuing traditional research grants.

Page 13 of 17
Increasing industry sponsored activity. The Grants Coordinator is working with faculty to identify likely sources of corporate grant funding. While there has been ongoing success with partnering with corporations in areas including automotive and diesel tech, we are beginning to specifically match up needs for funding and fill out applications for corporate grants (12 in the past two years, with two funded and one pending). Deans meet with the Grants Coordinator on a regular basis to determine high needs for funding. There is an internal document that must be signed by appropriate faculty and administration before grants are applied on to make sure priority areas are being represented. Currently, Morrisville State College has 20 active/awarded grants (totaling $22 million), 18 pending applications ($16 million), and has averaged submitting 22 applications in the last three years. The Grants Coordinator keeps an updated record of submissions and active grants.

Scholarship, Discovery and Innovation
MSC faculty activities and scholarship is widely reflected by publications, citations, performances, exhibits and university service. The College tracks activities, publications and citations by requesting an annual report to be submitted each academic year. These reports inform administration of recent accomplishments and progress reaching strategic goals and develops the elements of the rolling MSC Strategic Plan year to year.

2.5 Engagement
MSC has engaged the local and regional business sector with START-UP NY opportunities, sustained several productive MSC and Morrisville Auxiliary Corporation (MAC) enterprises to strengthen economic development and local community engagement.

START-UP NY: Morrisville State College’s academic mission of innovation, student research and enhanced local and regional development is the main focus when discussing the START-UP NY Program with businesses. The businesses will focus on expanding the College’s academic base of agriculture, sustainability, business, technology, and entrepreneurship.

Thus far, there have been two businesses approved for START-UP NY through MSC. From these, K-16 Corporation, and Empire Farmstead Brewery Inc., our students will receive internship opportunities and hands-on experience in the classroom, and there will be approximately 54 new jobs created. There is a plan to have faculty collaboration with the business owners and a discussion for future patent that will be created with student involvement. MSC is working closely with numerous businesses to get them approved for the START-UP NY Program for an additional 15 new jobs created.

Additional Morrisville State College and Morrisville Auxiliary Corporation Enterprises. Current Enterprises include Nelson Farms in Nelson, NY, with $300,000 in sales, 600 NYS products, partnering with 400 businesses, and has been in business for 13 years. Established 1998, the Dairy Incubator helps small farmers add value to their dairy products such as soft cheese, yogurts, cheese curds and ice cream. The Equine Rehabilitation Center was established in 2011 and averages five to eight clients at any one time. The IcePlex, located on the Morrisville Campus, is the largest visitor site for the campus and includes youth hockey, junior hockey, high schools, and varsity hockey.

Alumni / Philanthropic Support
MSC has established alumni outreach efforts including Mustang Weekend (alumni and parents’ weekend), paper and digital newsletters, and an active Facebook presence. In 2014/2015, 1,235 alumni contributed $162,848. In the 2014/2015 academic year the Morrisville College foundation awarded $235,677 in scholarship awards, with 25% of the awards from the Foundation’s transfer award fund and 33% from the Foundation Leadership Award, Empire State Diversity Honors and Interstate Scholars funds. MSC will develop new opportunities to engage alumni including Establish Morrisville Achieves (online venue for posting profiles of successful alumni), educate alumni on student success, develop young alumni program, and build parents’ council to engage parent and family members.
Civic Engagement
MSC has a well-established record of civic engagement and is a member of the New York Campus Compact for Community Service ranging from coat drives to organizing Easter egg hunts for local children. The campus has been named to the President’s Higher Education Community Service Honor Roll (2011, 2012, 2014), all Student Government Organization supported clubs must sponsor at least one community service event per year, honors and academic programs such as Phi Theta Kappa and the College and Science Entry Program (CSTEP) as well as first year experience classes participate in community service activities, as does the athletics department. The student activities office formed MOVE, Mustang Outreach and Volunteer Efforts group, to organize, promote, and facilitate community service activities.

In spring 2014, over 200 students and faculty participated in the campus’s first and very successful Relay for Life organized by MOVE. Over $6,000 was raised; more than relays sponsored by larger SUNY campuses and nearby private colleges. Service learning courses are another venue for civic engagement and offer services ranging from auto repair and plant sales to tree inventories and planting projects. The college community stepped forward to assist in disaster relief when a tornado struck the nearby community of Peterboro and has reached out to civic groups in both Morrisville and Norwich such as the challenge is documenting this wide array of activities in a centralized database to allow for a truly all-inclusive assessment of civic engagement activities. Future plans include implementation of MOVE’s community service log to provide central data collection and systematically collect information on student and faculty/staff community service activities.

For the fifth straight year, MSC athletics has reached beyond the previous year’s efforts to serve the community, taking part in 39 different activities, and logging more than 1,700 hours of community service raising $9,236.

Economic Impact
Morrisville State College maintains metrics that document the large economic impact the college has in the Central region. These include payroll, employee benefits, contractual services, supplies and materials, travel, equipment, visitor impact (students, parents, alumni, and visitors) and capital projects. The local economy benefits from the Agriculture and Business Incubators of Nelson Farms. The last Economic Impact study was completed in 2010 reflected an economic impact of more than $188 million. By simply allowing for average increases in salaries and expenses commensurate with the Higher Education Price Index, updated estimates for overall economic impact today would easily exceed $200 million.

Section 3: Conclusion and Expected Impact on your Campus

The strategic mission and vision of MSC allows for direct alignment with the SUNY EXCELS goal of continuous improvement. The College believes our strategic goals will significantly advance MSC in its educational success to students, and outreach to its local community, the CNY region and all of New York State.

With the submission of this plan, Morrisville State College is setting its most aggressive goals in the following areas:
- Increasing student enrollment
- Improvement in first- and second-year retention
- Increased graduation rates
- Growth in sponsored research activity
- Increased diversity among students, faculty, and staff
- Extending applied learning experiences across all undergraduate programs
- Securing additional partners for START-UP NY.
Taken together, progress in each of these priority areas positions MSC as an innovative leader in experiential education, preparing career-focused leaders with global competencies, while forging sustainable community partnerships.

**Summary of Goals and Projected Outcomes**

MSC will increase AAFTE enrollment from fall 2015 to fall 2020 by 12.9%. MSC will increase its partnerships with area community colleges, yielding a higher percentage of community college transfers, and, as a result, increased degree completion.

MSC will continue to increase student retention by 2% annually. The College will increase graduation rates to align with sector and national peers.

MSC will have contributed to SUNY’s overall completion goals by growing the number of degrees produced to 780.

MSC will continue to integrate applied learning experiences into aligned academic programs.

MSC will have strengthened its business and community partnerships and maximized the opportunities available through START-UP New York.

Meeting the goals outlined herein will allow Morrisville State College to continue its tradition offering education at a College that Works in a System that Excels.