Introduction

SUNY Ulster is a comprehensive community college located in Stone Ridge, NY, serving almost 3500 students with 49 degree programs, 8 certificates and 1 diploma.

Mission/Standing

Mission Statement: SUNY Ulster is dedicated to providing high-quality and cost-effective learning experiences that meet the educational, professional and individual goals of our students. Responsive to the broader economic and regional needs of our community, SUNY Ulster prepares students for the challenges and opportunities of tomorrow in a diverse, ever-changing and interconnected global community.

The college distinguishes itself through a combination of for-credit programs designed primarily for transfer, and both credit and continuing-education programs and courses focused on preparing students for immediate entry into the workforce. In particular, the college has been justly commended for its leadership in international and applied learning opportunities, community partnerships and diverse co-curricular learning experiences, all of which improve students’ access and progress toward completion. These programs range from an ever-expanding list of Collaborative Online International Learning (COIL) courses and international travel experiences to the Police Basic Training Academy, which draws students from throughout the region.

SUNY Ulster’s institutional mission and strategic plan fully support the goals of SUNY Excels: Access, Completion, Success, Inquiry and Engagement by focusing on high-impact educational practices, community collaborations, and an inclusive learning environment.

Program Mix/Centers/Distinct Programs or Activities

The program mix at SUNY Ulster exemplifies the comprehensive mission, and so mixes workplace training that meets the needs of Ulster County with transfer-friendly academic subjects. All of its programs are enhanced by the applied learning opportunities in more than 250 internship locations, academic travel to five countries, clinical and real-world educational experiences, partnerships with community organizations and businesses, and 21 COIL courses that allow students to work directly with colleagues from other countries and cultures.

Courses offered in blended, online, Express Semester, and Fast Finish format provide options for working professionals and non-traditional students to complete programs that enhance career and transfer opportunities, and accelerate students toward completion.

SUNY Ulster has recently opened the Kingston Center of SUNY Ulster (KCSU), which hosts an expansion of the Human Services AS and AAS degree programs as well as provides additional classroom space for, and better access to, the Police Basic Training Academy.
To further enhance access and capacity, increase community relationships, and respond to the needs and demands of the region, SUNY Ulster has recently implemented an AS degree in Fashion Design and is exploring the development of certificate programs in Accounting and Direct Patient Care.

The college also hosts a growing Honors Program which has expanded from 19 students and 6 available credits in Fall 2012 to 36 students and 66 available credits as of Fall 2015. This program encourages retention of high-achieving students by providing them with an intellectually stimulating experience and the opportunity to interact with like-minded individuals.

**Post-Graduation Success**

Graduation success is tracked through support of the federal grant application to connect SUNY Career Development Offices to the State’s Department of Labor and a 61-71% student response rate to the Graduate Follow-up Survey. Additionally, selected program areas track graduates’ success through post-graduation networks. To improve data on student success, The Ulster Community College Foundation, Inc., is developing a coordinated effort to communicate with alumni.

**Alumni/ Philanthropy:**

The Ulster Community College Foundation, Inc., in collaboration with campus departments, will increase advocacy and financial support, engage students, and track graduates’ outcomes through its communication plan, identification of an Alumni Ambassador, and establishment of a SUNY Ulster account with LinkedIn University.

A Capital Campaign, is presently in the planning stage, which includes identifying campaign initiatives and monetary goals, building the donor recruitment base, and nurturing alumni relations management.

**Strategic Plan / Excels Goals**

SUNY Ulster has recently completed five-year strategic planning for 2015 - 2019. The strategic plan fully endorses the college’s commitment to the SUNY Completion Agenda and overall improvement in student success, and aligns with the five Excels goals of Access, Completion, Success, Inquiry and Engagement, as well as the six big ideas of the Power of SUNY.

SUNY Ulster’s 2015-2019 strategic goals also highlight retention and completion priorities, which include:

- Increased successful course completion rates by 2% per year, for a total of 10% by 2019
- Increased second year (continuing student) Fall to Spring retention rate by 4%
- Increased first-time, full-time Fall to Fall retention rate by 4%
- Increased student completion of gatekeeper courses by 2% per year, for a total of 10% by 2019

The information presented in Section 2 of this document specifically addresses SUNY Ulster’s commitment to growth and improvement in these key areas.

**Environmental Factors**
A projected decline in high school enrollment and completion contributes significant challenges to the enrollment at SUNY Ulster. *Note: High school enrollment projections are included under Access Full enrollment picture.

SUNY Ulster also faces technology challenges. Currently, 33% of its classrooms are without technology, with twenty-two classrooms having none at all and nine classrooms having only a projector without computing capability. Additionally, the Stone Ridge campus has limited, consumer-grade wireless capability. In contrast, all classrooms at the Kingston Center of SUNY Ulster (KCSU) are equipped with ceiling-mounted projectors and instructor computer stations, and the Center has secure Wi-Fi and virtual connections to the main campus’ college Enrollment and Success Center office.

**Investment Fund**

SUNY Ulster is focused on support opportunities for the development and implementation of a three-fold, comprehensive approach to increase student access, retention, and completion. The college is committed to addressing student obstacles to completion, including academic under-preparedness, lack of career or educational goals, and the need for intrusive, proactive outreach.

SUNY Ulster also seeks continued expansion of its STEM programs in support of a regional manufacturing sector strategy involving industry education and economic development. This includes upgrading STEM labs, facilitating four-year school transfer into STEM programs, and employment pathways to local manufacturing companies. The college’s commitment is bolstered by the contribution of matching funds to supplement outside support for these key initiatives.

The college has recently, with partners in the Hudson Valley Educational Consortium, submitted a SUNY 2020 grant proposal that will bring $1.2 million to the campus. This funding will augment efforts to employ technology more effectively in directly targeting at-risk students through enhanced advisement, career-guidance, and developmental services. Additionally, approximately $500,000 will supplement an equal amount of college funds to refurbish a mechatronics lab that will support the institution’s development of a mechatronics program.

**ACCESS**

**Full Enrollment Picture**

College enrollment has been decreasing:
- Total enrollment is down 2.5% from a 2011 plateau; FT enrollment is down 12%
- This trend is slightly better than colleges in the sector, (6% decrease since a 2009 peak)
- Decline is expected to continue due to a projected 10% decrease in the number of Ulster County high school graduates between 2015 and 2020

However, according to US Census figures, almost 50% of Ulster County residents who are 25 years or older have only a high school education, which provides recruitment opportunities with the potential for degree or certificate completion.

The college utilizes a two-pronged approach to sustaining recruitment and access.
1. Partnerships with secondary schools through Collegian, a dual-enrollment program that creates a pathway to SUNY Ulster:
   - Currently enrolls over 1300 students per year at 14 Ulster County high schools
   - Offers placement testing, college preparatory, and college level courses
   - Leads to enrollment of approximately 20% of all Collegian students at SUNY Ulster
   - Has increased the number of participating students almost 50% since 2009; has increased registered credit hours more than 85%
   - Has engendered discussion of a General Education Certificate through Collegian as schools continue to request expansion of course offerings
   - Is expected to continue its growth trend through 2020 due to demand and potential for additional offerings

2. Focus on increased enrollment of new and returning adult students:
   - Address access challenges through increased accelerated and/or online options
   - Offer accelerated online courses, flexible learning, and the opportunity to complete a degree in 15 months through the Fast Finish program
   - Partner with the Open SUNY Institutional Readiness program to facilitate expansion of online course and program capacity
   - Increase enrollment in online courses by 9% and in blended courses by 6%, to meet the strategic plan goal
   - Continue to increase the number of certificates offered and reinvigorate others

**NYS Residents Served by SUNY**

There has been an increase in the percentage of NYS students from a low of 97.6% in 2010 to 99.7% in 2014. SUNY Ulster’s strategic plan supports continued success with the following goals:
- Increase the number of Development Center for Business (DCB) training programs for incumbent workers by 5% per year
- Increase in Small Business Development Center (SBDC) client investment in business start-up and expansion by 5% per year
- Increase the number of internship placements by 5% per year
- Increase the market share of Ulster County workers trained/educated by SUNY Ulster by 2% per year
- Partner with four new businesses each year through Start-Up NY

The continued expansion of the Collegian program will also further SUNY Ulster’s service to NYS and Ulster County residents.

**Diversity**

SUNY Ulster’s population diversity mirrors census percentages, and in many cases, SUNY Ulster’s diversity statistics have seen improvement:
- 71% increase in enrollment of underrepresented minorities (URM); 9% increase in the number of Educational Opportunity Program (EOP) students since 2009, even as overall enrollment has declined
- Increase in numbers of underrepresented staff
• Population proportions for female students, faculty members, and Pell recipients are in line with the sector
• Overall percentage of underrepresented minority students, faculty, and staff offer opportunities for improvement relative to the sector

The importance of furthering inclusive learning environments in alignment with the SUNY Diversity Initiative goals and the AACC’s evidence of high impact practices in the areas of diversity and global learning is recognized; the college is engaged in the following programs and initiatives:
• Continued growth of COIL, now in its 14th semester, to provide intercultural competence through international learning opportunities and cultural exposure
• Continued expansion of support for the LGBTQ community through ongoing faculty/staff training, support in classroom, and co-curricular activities, and the ongoing work of a campus-wide Diversity committee, in accordance with the sexual orientation and gender identification portions of SUNY’s Diversity Initiative
• Expansion of hiring diversity through the extension of proven search practices that resulted in a highly diverse pool of applicants in a recent Presidential search
• Enhanced recruitment and retention practices to increase diversity in underrepresented areas, such as STEM fields
• Continuing efforts to increase the number of diverse students in visible positions of power and influence, which have resulted in a newly elected Student Trustee who is a return-to-college, African American woman; a powerful symbol of inclusiveness
• Development of a Black Student Union and a Hispanic Student Union to help these students coalesce on campus.
• Continuation of efforts that earned SUNY Ulster recognition as a Battle Buddy location and support this diverse population, which has grown 30% from 2010 through 2014

The Police Basic Training Academy program’s expanding enrollment of underrepresented populations demonstrates SUNY Ulster’s commitment to develop inclusive learning environments through increased ethnic, cultural, and racial diversity. This program further serves the region by increasing the diversity of the local police force as virtually all local law enforcement officers in Ulster County are recruited from our pool of graduates.
• Expanded minority enrollment from 8.7% in 2011-2012, to 23.6% in 2013-2014, projected to reach 45% by 2019-2020
• Increased gender diversity with a rise in female student participants from a low of 3% to 15% in 2012 and 9% in 2014

Capacity

To improve alignment of SUNY Ulster programs with current need and demand, SUNY Ulster pursues relevant grant opportunities:
• SUNY High Needs Program Grant (2016-2017), supports the expansion of the Network Administrator A.A.S. degree to include a cyber-security track, which will require a new lab and a full-time faculty member
• Participation in the SUNY 2020 grant with the Hudson Valley Educational Consortium (HVEC), to support the development of a degree in Industrial Technology: Mechatronics
Additionally, SUNY Ulster is currently reviewing enrollment in and regional need for all programs to strategically increase high-demand programs, such as certificate programs related to employment preparation and in areas believed to be particularly attractive to adult students. This goal is supported by the strategic plan in its aims to *Develop at least one new certificate or industry certification program related to employment preparation each year* and *Create rubrics to determine feasibility and sustainability of programs and initiatives.*

The most viable opportunity for expanded enrollment is an adult population which frequently requires flexibility in scheduling and coursework. To better attract and facilitate access and completion for this demographic, SUNY Ulster will expand its online course offerings, participate in the Open SUNY Institutional Readiness program, and subsequently gain the Open SUNY+ designation. Support and training for this expansion will be provided by a staffed Exemplar Instructional Designer and seven faculty members who are Center for Online Teaching Excellence (COTE) fellows.

This expansion of online courses is articulated in several goals within the strategic plan:
- Increase enrollment in online courses by 9%   
- Increase enrollment in online programs by 8%   
- Increase enrollment in blended courses by 6%

Considering the current environment and declining enrollment, the current aim is to maintain enrollment at current levels, and gradually increase enrollment back to peak 2010-2011 levels.

**COMPLETION**

**Completion**

SUNY Ulster’s completion and continuation rates are up 1.6% for cohorts entering 2007-2009. While the rate of completions and continuations has decreased over this period by almost three percentage points, this is in line with the sector.

In terms of degrees awarded, SUNY Ulster has greatly outperformed its sector, with a 2008-2014 increase of 23.5%, as compared to only 14.3%.

**Total Degrees and Certificates Granted**

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<tr>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Total Degrees and Awards</td>
<td>426</td>
<td>425</td>
<td>414</td>
<td>436</td>
<td>526</td>
<td>526</td>
<td>23.5%</td>
</tr>
</tbody>
</table>

Given recent enrollment trends, efforts to improve completion focus on increasing retention rates. Due to its ongoing retention and student success efforts, SUNY Ulster has outperformed our sector in retention rates from 2009 through 2014:
- SUNY Ulster’s FT/FT retention rate increased 5.4%, progressing toward the sector target of 70% while the sector rate decreased 2%
- SUNY Ulster’s FT/PT student retention increased 12.6% while the sector increased only 1.3%
The five-year strategic plan goal to Increase the FT Fall-to-Spring and Fall-to-Fall retention rates by 4% per year is based on the anticipated impact of a comprehensive student planning program. This program includes the newly created Enrollment and Success Center which allows students to complete the admissions process and move directly to advisement and counseling, facilitating access and continued increases in the number of degrees and certificates granted.

**Student Achievement/Success (SAM)**

SUNY Ulster is submitting data to SAM to provide a more complete picture of student success, and anticipates the data will show modest improvements in retention, graduation, and transfer through increased, targeted outreach and supports for students as they progress toward completion. In anticipation of these improvements, the strategic plan specifies a goal to Increase FT/FT student success rates by 3%.

While persistence at SUNY schools has declined by 28.1% from 2007 through 2009, and persistence at non-SUNY schools has also declined by 16.7%, transfer rates have greatly improved over this same period, with a 76.2% increase in transfers to SUNY schools and a 35.3% increase in transfers to other institutions. Additionally, retention and graduation rates at SUNY Ulster have shown greater five-year improvements than colleges in its sector.

The Police Basic Training Academy demonstrates SUNY Ulster’s student success with a 67% program completion rate across the 2009-2015 cohorts, and a 70% employment rate, which is anticipated to approach 80% by the end of 2016. The college will continue to employ the strategies which have proven to be effective in this program and institution-wide.

SUNY Ulster anticipates that through 2020 the data will show increases in line with trend line projections of approximately 5% per year.

**Graduation Rates:**

As of 2014, SUNY Ulster’s three-year graduation rate for the FT/FT cohorts has improved from 18.9% to 23.7%, progressing toward the 30% target, while the sector rate has remained stable at just under 23%. The college’s two-year graduation rate for transfer students has also outperformed, increasing from 16.7% in 2009 to 21.6% in 2014, while the sector remained stable at 22%.

SUNY Ulster is fully committed to maintaining the positive trend of students’ graduation rates by examining support services, processes, and course sequencing to be sure the optimal path to completion is available. Initiatives intended to support ongoing efforts to improve graduation rates for all students, including URM, include:

- SUNY Ulster Advantage program for identified remedial students in reading, writing or math. This intensive, 5-week program addresses academic deficiencies as well as the general readiness gap.
- Implementation of DegreeWorks, in conjunction with holistic advising practices within the Enrollment and Success Center
- Faculty and staff initiated Early Alert system
- Extra and co-curricular activities addressing diverse populations
Continued work on these successful initiatives will further improve already increasing graduation rates.

**Time to Degree**

From 2008 to 2014, SUNY Ulster has seen an increase in native and transfer-in students’ time-to-degree; however, these increases are below those of the sector. Improvement in this area is supported by a strategic plan goals to *Increase successful course completion by 2% per year, reaching 10% by 2019; and Increase students’ successful completion of gatekeeper courses by 2% per year.*

Although the time to degree trend is away from the sector target of 2.5 years, efforts toward clear educational planning and advisement for transfer pathways resulted in a lower than sector number of credits at graduation. A reduction in required program graduation credits will further reduce time to completion, and the success of the Collegian program provides opportunities to accelerate degree and certificate completion utilizing accumulated SUNY Ulster credits. This improvement is expected to continue with the continued efforts of student success initiatives.

**SUCCESS**

**SUNY Advantage**

In alignment with AACU High-Impact Practices and through participation in the Provost’s Advisory Task Force on Applied Learning, SUNY Ulster’s Applied Learning team actively utilizes an applied learning approach in many of its programs. Commitment to the importance of these activities is further evidenced by the SUNY Ulster strategic plan goal to *increase the number of internship placements by 5% per year.* In the future, all departments will provide systematic school-wide plans to include support through professional development and participation in a forthcoming SUNY Orientation Group.

Highlights of these initiatives include:  
- COIL: (Collaborative Online International Learning)  
- Internships  
- Real World Classroom experiences with clients  
- ECCEL (Eleanor Roosevelt Community College Emerging Leaders) program.  
- Student Ambassadors  
- SGO Leader Training  
- Campus Connect Leader Training  
- Club Advisors and Club Executive Board Member Training  

Continued offering and promotion of the above programs and initiatives along with those described in *Diversity* will serve to enhance involvement of all students. Sustained funding of EOP, two TRIO grants, and Carl D. Perkins financial support will provide URMs and other underrepresented student populations additional support and incentive to participate in these valuable experiences.

**Financial Literacy**
SUNY Ulster recognizes the importance of financial literacy to its student population. The three year official default rate has decreased by 7.5 percentage points over the last four cohorts. These data outperform the sector which has shown only a 3% decrease since 2009.

The college has initiated a number of efforts to increase the financial knowledge of students, including:
- Participation as a pilot school in the SUNY Smart Track Student Engagement Plan. First-time borrowers receive a series of targeted communications to encourage financial literacy and persistence in school
- Participation in the Smart Track Reenroll to Complete grant proposal. This program builds upon a prior collaboration between SUNY, NELNET, and SUNY Ulster which targeted loan borrowers who withdrew from all classes with specific communications from the loan servicer. SUNY Ulster was a partner school in the initial pilot

These efforts have shown positive results. The Financial Aid office is committed to continuing and expanding financial literacy outreach to continue this trend. The default rate trend by cohort year is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Default Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>14.2%</td>
</tr>
<tr>
<td>2011</td>
<td>17.4%</td>
</tr>
<tr>
<td>2010</td>
<td>19.2%</td>
</tr>
<tr>
<td>2009</td>
<td>21.7%</td>
</tr>
</tbody>
</table>

**INQUIRY**

**Total Sponsored Activity**

As is reflected in the strategic plan goal to Increase SBDC client investment in business start-up and expansion by 5%, SUNY Ulster is committed to increase access and completion through growing partnerships and investments:
- **Industry-sponsored activity:**
  - Development of the SMARTT (SUNY Manufacturing Alliance for Research and Technology Transfer) lab at the Pfeiffer Innovation Center for Business and Technology, in partnership with the Center for Global Advanced Manufacturing (CGAM). ($1,407,00)
  - Development of a Health Village in collaboration with Center Health Alliance of the Hudson Valley
  - Ulster County SPCA partnership
- **Research collaboration:**
  - Partnership with Vertex Inc. ($100,000)
- **Inclusive excellence:**
  - The current TAACCCT (Trade Adjustment Assistance Community College Career Training) grant, SUNY TEAM (Training and Education in Advanced Manufacturing), targeting veterans ($558,000)
- Ulster County Industrial Development Agency funds providing manufacturing training for veterans. ($48,000)
- Relationship with local office of New York State Adult Career and Continuing Education Services - Vocational Rehabilitation (ACCESS-VR)
- Two TRIO grants ($220,000 and $291,589 annually) provide support to more than 300 first generation, economically/educationally disadvantaged and learning disabled students
- Carl D. Perkins Career and Technical Education Improvement Act ($124,000) for nontraditional students in vocational programs
- EOP ($83,125) tutoring/counseling for low-income and educationally disadvantaged students

SUNY Ulster is committed to growing these partnerships and investments, as reflected by the strategic plan goal to Increase SBDC client investment in business start-up and expansion by 5%.

**Student hands-on research, entrepreneurship, etc.**

Information included in *SUNY Advantage* entails many examples of additional relevant initiatives and programs. SUNY Ulster also supports a robust Entrepreneurial Center, with many expanding programs:
- Partnership with Vertex Inc.
- Partnership with the Ulster County SPCA
- SMARTT (SUNY Manufacturing Alliance for Research and Technology Transfer) lab in partnership with the Center for Global Advanced Manufacturing (CGAM)
- The Entrepreneur Extraordinaire Speaker Series
- Community Creations, a student-run business
- Own It! Entrepreneurial Women’s Conference

SUNY Ulster aims to improve and increase its many partnerships with non and for profit organizations. Support of and commitment to this objective is evidenced through the strategic plan goal to Increase number of Darlene L. Pfeiffer Center for Entrepreneurial Studies activities and events by 10%.

The college’s affiliation with NACCE (National Association of Community College Entrepreneurship) has revealed a national difficulty in tracking students and graduates who have started businesses, and assessing an entrepreneurship center. Efforts to track information about these programs and their corresponding partnerships are ongoing, and work continues with NACCE and its member institutions to develop appropriate assessment measures that drive program enhancement and improvement.

SIRIS reporting does not allow for direct collection of research or entrepreneurship data; however, many applied or experiential learning experiences occur in courses SUNY Ulster offers which are reported as having an Instructional Type of: Internship, Lab, Studio, Practicum or Programmed Instruction.

**Scholarship, Discovery and Innovation**

As a community college, SUNY Ulster emphasizes the scholarship of teaching and learning. Faculty are specialists and experts in their fields who contribute to learning and shared knowledge through a variety of efforts:

**Itemized Types of Scholarship by Domain**
::Discovery::
1. Peer-reviewed journal articles
2. Media contributions (magazines, newspapers, blogs, video, etc.)
3. Professionally-published textbooks/chapters
4. Scholarly monographs
5. Presentation at professional conferences
6. Art exhibitions
7. Concerts, theater, and dance performances
8. Internally or externally funded grant proposals

::Innovation::
1. Creating websites with value to the broader community
2. Developing educational or applied software
3. Participation or consulting in an area or industry that directly relates to the work of the faculty member
4. Development or supervision of partnerships with community or industry that directly result in student participation/internships/job placement, etc.

::Teaching::
1. Planning and organizing conferences, presentations, or discussions for the general public
2. Developing programs, certificates, or curricula
3. Professional development workshops

Faculty participation in these areas is promoted to the community through use of the college Portal, as well as press releases regarding accomplishments, events and initiatives of interest. Information about these endeavors is collected in various ways, such as the Library collection of faculty publications, faculty’s annual professional development reports, and faculty evaluation documents, but currently there is no central tracking system. Improvement in these domains is supported by the strategic plan goal to Design and implement a Center for Teaching Excellence.

In an effort to accurately record and report data in these areas, SUNY Ulster proposes to discuss the development of a central database to more actively collect and assess this information.

ENGAGEMENT

Start-Up NY

The college works with Governor Cuomo's Start-Up NY economic development program, which supports SUNY Ulster’s academic mission by engaging the community, enhancing access and success, and preparing students for the challenges of a diverse and globally interconnected world. Support for these activities is demonstrated through the strategic plan goal to Optimize business and industry relations to provide increased employee training, support business creation and expansion, and assist businesses in improving efficiency and quality assurance, with the intent to partner with four new businesses each year through Start-Up NY.
To date, three businesses have been approved for entrance into the program: Sustainable Waste Power Systems, Inc. (SWPS), Mid-Island Aggregates, LLC, and Regen Water, Inc. The college is currently working with five potential business partners on the submission of their Start-Up NY applications: Loud Hailer Inc., Thikit Inc., Up Homes, LLC, Engage Health IQ, and Hydro Holdings, LLC.

SUNY Ulster’s business and industry linkages support the economic and regional responsiveness and student preparation portions of its mission in the following areas:

<table>
<thead>
<tr>
<th>Experiential Learning Opportunities</th>
<th>Collaboration</th>
<th>Student engagement with Business/Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>250 Internship sites</td>
<td>Substantive college-workforce integration</td>
<td>Faculty members’ service on Advisory Boards</td>
</tr>
<tr>
<td>4 Programs with real World Classroom Experiences</td>
<td>Participation in curriculum development and program review</td>
<td>Student employment opportunities</td>
</tr>
<tr>
<td>COIL Collaborations with 12 Countries</td>
<td>Local entrepreneurs participation in the Own It! Conference</td>
<td>Business/industry leader and community guest speakers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Student involvement in industry research and development</td>
</tr>
</tbody>
</table>

In addition, the college has several other initiatives to link with local business and industry, and plans to expand these relationships:

- **Applied Learning Opportunities:**
  - Real World Classrooms
  - Internships
- **Community Partnerships:**
  - Community guest speakers
  - Entrepreneur Extraordinaire Speaker Series
  - Advisory board service
  - Development of a Health Village center

**Alumni and Philanthropic Support:**

The Ulster Community College Foundation, Inc. anticipated contributions for the fiscal year 2015-1016 are $355,000. The Foundation anticipates meeting this projected goal and having established a stretch
goal for increasing the gala fundraising which occurred on October 2, 2015 with an increased net revenue of 44% over last year or an additional $21,000.

The projected goals for the 2015-2016 years are in development as the college is still in a period of significant transition. Projected stretch goals include: increased support for merit scholarship and for the College Scholars Program, offered to the top 10% of high school graduates. Planned initiatives include the development of a Planned Giving Program, expanded alumni relations, expanded funding for faculty and staff excellence awards, new funding for Commit to Complete, and collaborations for increased grant writing to identify additional sources of revenue.

The Foundation has not produced a formal 2016-2017 budget; however, projected goals include an increase in contributions with the successful development of the above initiatives and projections will be forthcoming once the College’s capital campaign and other new initiatives has been more fully developed.

Civic Engagement

SUNY Ulster is re-examining its approach to civic engagement through emphasis on applied learning and its incorporation into the strategic plan and initiatives. This is consistent with the strategic goal to Continue to play a role in the revitalization of the local economy, and the SUNY Big Idea of SUNY and the Vibrant Community.

Examples of civic engagement initiatives include:

- Vet Tech Partnership with the Ulster County SPCA: Allows students to work on small animal clinical skills, while meeting AVMA requirements
- Own It! Entrepreneurial Women’s Conference at SUNY Ulster: First annual conference in 2015 with 125 local female entrepreneurs in attendance
- COIL: Continued expansion goal included in the 2015-2019 strategic plan
- The Arts: Campus concerts, exhibitions, performances, lectures, and a Visiting Artist series
- Criminal Justice & Human Services programs:
  - Free Citizen Police Academy for Ulster County residents and community/business members
  - Facility, training and advocacy resources to the Ulster County Crime Victims Assistance Program
- Surveying classes utilize real world projects by partnering with Habitat for Humanity
- Industrial Technology students design real world projects for nonprofits throughout the community

The college has often measured civic engagement by attendance or participation in relevant events, and some initiatives, such as the Own It! Conference, which also measured satisfaction and qualitative reaction to the event. Discussions about effective assessment techniques are underway on campus, and future efforts might include specific measures targeting demographics. A protocol will evolve through further discussions of assessment strategies for civic engagement.

Economic Impact:

SUNY Ulster acts as the seven-county regional center for the Mid-Hudson Region Small Business Development Center which serves: Ulster, Dutchess, Orange, Sullivan, Delaware, southern Schoharie,
and southern Greene counties. In its 30 years, SBDC has generated more than $600 million, created 9700 jobs, and saved 6400 jobs in the region, including $226 million generated, 3700 jobs created, and 2100 jobs saved in Ulster County alone. Moreover, in the last decade the Center has helped clients secure $47 million in government contracts through its procurement assistance program.

Currently, SUNY Ulster spends $33.9 million through its operating budget and auxiliary services. Using a multiplier of 1.78, which is the average used in New York State by the Mid-Hudson Region Small Business Development Center, this amounts to $50.1 million generated annually by the college in spending on goods, products, and services.

Going forward, the college plans to improve upon these significantly by pursuing its strategic goal to increase SBDC client investment in business start-up and expansions by 5% per year.

The Police Basic Training Academy also provides substantial economic impact by providing a pool of trained police officer prospects, significantly reducing the amount that municipal governments and communities had been spending to train new officers, approximately $2500-$5000 per officer.

In the future, plans will be enacted to measure economic impact by aggregating and reporting the approximate dollar value of:

- Spending, using an economic multiplier when applied to the college's operating budget and auxiliary services
- Applied learning projects through which the college's faculty and staff contribute to the community
- Internship placements, through which students gain experience and employers gain assistance
- Jobs created and saved through the Small Business Development Center in the Mid-Hudson Region
- Jobs and spending created through the college's participation of START UP New York

CONCLUSION AND EXPECTED IMPACT

Summary of Goals
As the comparative data indicates, SUNY Ulster is relatively well-positioned to meet goals in a number of areas, and is well ahead of the sector in some. However, the institution faces challenges to access and completion in its flat enrollment, and persistence rates and time to degree completion. In order to address these challenges the college will pursue improvement through a number of goals.

- The college will continue its work to increase diversity among students, faculty and staff, and to support the needs of diverse and underrepresented groups.
- SUNY Ulster will continue its Collegian Program growth trend through 2020.
- SUNY Ulster will increase FT/FT student retention Fall to Spring and Fall to Fall, and continuing student Fall to Spring retention by 4% each year, and increase student success rates by 3% per year.
- The college will increase COIL collaborations, and improve enrollment in other online courses and programs, and blended courses.
• Continue the growth pattern of experiential learning opportunities.

• The college will increase partnerships with community organizations and businesses through the Start-Up New York program and the college’s foundation, which annually awards more than $250,000 in scholarships to Ulster County residents.

• Increase the number of certificate and employment related programs available to students.

• Engage in Program Prioritization to ensure alignment with mission, community needs and existing areas of excellence.

• Increase the fund balance and increase alumni philanthropy.

• Improve data collection, measurement and assessment across all areas of college activities.

Projected outcomes
Based on stated tactics, SUNY Ulster projects the following outcomes.

• Access
  o Expanded enrollment
  o Increased access and accelerated degree pathways for new and returning adult populations
  o Furthered development of an inclusive learning environment and enhanced intercultural exposure and competence
  o Improved alignment of programs with need and demand

• Completions
  o Increased student success through a greater number of degrees awarded, reduced time to degree, and improved retention, transfer and graduation rates

• Success
  o More opportunities and increased participation of students in co-curricular activities that support student success, including that of URM students.
  o Increased industry-sponsored activity, grants

• Engagement
  o Improved collaborations with local business and industry to enhance academic and economic development
  o Increased partnerships and investments
  o Create an environment of support for philanthropy and entrepreneurship

• Investment is not applicable to the College

• Move SUNY Ulster toward SUNY target goals in each identified category

• More data-driven decision making will facilitate targeted improvements in college initiatives and activities.