



**MATRIX:**  
AN INTEGRATED  
APPROACH TO  
PLANNING  
AND  
ACCOUNTABILITY

*MARCH 2008*



The College at  
**BROCKPORT**  
STATE UNIVERSITY OF NEW YORK

**GOAL**  
**2 of 9**

*Continue to underscore our core values of student success and shared governance.*

OBJECTIVE	ACCOUNTABILITY	TIMELINE	STATUS
Maintain competitive position within SUNY for study abroad programs. [MRII, Section 6]	Academic Affairs	Ongoing	<ul style="list-style-type: none"> <li>• Overseas academic programs should remain at a self-supporting level; financial review in spring 2007.</li> <li>• Developing an organizational structure for the future.</li> </ul>
Faculty: [MRII, Section 5 & SPII, Comm. 4] 1. Maintain at least current number of full-time faculty and percentage of student credit hours taught by full-time faculty (70%). 2. Seek to add 25 full-time faculty. 3. Maintain proportion of full-time faculty in non-tenure track positions at 10% or lower.	Academic Affairs; Administration & Finance		1. Will revisit goal that 70% of credit hours should be taught by full-time faculty since number of FT faculty has increased; important for future SUNY budget requests. In 2007-08, \$70,000 committed for QAR positions. 2. Included in 2008-09 budget requests; not possible without additional state funding. 3. Non-tenure track percentages have been below the 10% level for the past couple of years.
Improve undergraduate first year retention and graduation rates. [MRII, Section 7 & SPII, Comm. 1]	Enrollment Management & Student Affairs; Academic Affairs	Ongoing	<ul style="list-style-type: none"> <li>• First year retention rate for fall 2007 rose slightly to 83.7%.</li> <li>• Our 2-yr. retention rate remained relatively stable at 73.5%.</li> <li>• Our freshman 4-yr. graduation rate rose from 36.8% to 41.1%.</li> </ul>
Student Opportunities: [SPII, Comm. 2] 1. Improve opportunities for students to identify and explore career alternatives, personal development and establish lifelong learning habits. 2. Expand internships, volunteer and service learning, and student employment opportunities. 3. Develop a Web-based portfolio system for student use. 4. Promote further development of library and Information Technology services.	Enrollment Management & Student Affairs; Academic Affairs		<ul style="list-style-type: none"> <li>• The College administers both the Albany Semester and Washington Program for students from across the SUNY system.</li> <li>• Delta College is conducting a pilot program on Web-based portfolios; CELT is taking the lead on e-portfolio use for students and faculty.</li> </ul>
Retention: 1. A new Freshman Summer Orientation program was developed and launched in summer 2006. 2. Summer Reading Program established to help integrate students with a common bond.	Enrollment Management & Student Affairs; Academic Affairs	Ongoing	1. The program continued to improve in the second year and 90% of incoming freshman attended. 2. The third annual summer reading selection, <i>Miracle in the Andes</i> , was a huge success and students thoroughly enjoyed a visit from the author, Nando Parrado.
Quality Service Initiative.	Quality Service Strategic Team (QSST) President's Office Administration & Finance	Ongoing	<ul style="list-style-type: none"> <li>• The Quality Service Strategic Team was formed; external consultant CSL (Robert Brancato) hired to advise and train.</li> <li>• Focus groups engaged; manager and employee groups trained in summer and fall 2007.</li> <li>• "Next step" recommendations were compiled by QSST and approved by Cabinet in January 2008 for implementation.</li> </ul>

## KEY

**GOAL:** The nine goals highlighted in this document are from President Halstead's College-wide goals presented at his initial Opening of School Faculty/Staff Convocation in August 2005. These are ongoing goals for The College at Brockport, State University of New York.

**OBJECTIVE:** Items identified in the Objective column are from one of the following: the College's Memorandum of Understanding with the State University of New York; the Six College Initiatives identified by President Halstead during his April 2006 Inaugural Address; the Strategic Planning II initiative; or projects undertaken by various divisions.

**ACCOUNTABILITY:** Groups identified in the Accountability column are listed in order of primary responsibility.

THE MATRIX INTEGRATES MANY COLLEGE OBJECTIVES BUT IS NOT MEANT TO BE A COMPREHENSIVE LIST OF ALL INITIATIVES UNDERTAKEN BY EACH DIVISION, DEPARTMENT, AND COLLEGE ENTITY. IT DOES LIST SOME ILLUSTRATIONS; HOWEVER, IT IS NOT AN EXHAUSTIVE COMPILATION.