

**BUFFALO STATE COLLEGE
PRESIDENT'S CABINET GOALS
2014-2015
Status Report
April, 2015**

GOAL	PRIORITY	PRIMARY PARTNERS	INSTITUTIONAL BENEFITS	ACTIONS/INITIATIVES	ALIGNS WITH STRATEGIC DIRECTION	TO BE COMPLETED BY (DATE/PERSON) <i>Status as of 4/13/15</i>
ACADEMIC AFFAIRS						
Implement outcomes of Academic Program Array Review	#1	Deans; Department Chairs; Institutional Research; Academic Program Array Advisory Committee.	Sustainability of existing academic programs; Identification of new program offerings; Inform decision for future faculty tenure-track appointments.	Create list of potential new academic programs; Assess current academic programs and designate each for growth, maintenance, or reduction; Identify programs for online offerings (OPEN SUNY).	#5 Leadership, Governance, Institutional Sustainability	December 2014 Dennis Ponton <i>The final report & implementation plan will be completed by 6/1/15</i>
Create and implement a comprehensive and inclusive retention program that focuses on advising, early warning, academic support, and enhanced faculty-student interaction	#2	Campus community; External consultants; Strategic Enrollment Steering Council.	Improved retention for all student cohorts; Increase student satisfaction with advisement; Ensure efficient use of resources for retention initiatives.	Assess effectiveness of current first-year student retention programs and determine if continued support is appropriate; Design and implement retention initiatives focused on sophomores and all continuing-returning students; Review and evaluate advising in terms of meeting student needs; Revise evaluation of student policy.	#6 Enrollment and Retention	Final report by June 1, 2015; Dennis Ponton <i>A College-wide committee on Undergraduate Retention has been established.</i> <i>The College Senate committee is reviewing advisement.</i> <i>The policy on mid-term grade reporting has been</i>

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						revised for implementation with Summer 2015 courses.
Determine mix of students appropriate to Buffalo State mission.	#3	Campus community; College Planning Council; College Senate; Strategic Enrollment Steering Council.	Link stability in enrollments to mission.	Establish priorities and create plans to recruit and enroll designated student cohorts such as graduate, international, transfer, online, contract.	#6 Enrollment and Retention	Dennis Ponton to coordinate Proposals are under development to establish honors program for opportunities transfer students in addition to the Muriel A. Howard Honors Program. The College has also requested an increase in EOP funding to support an additional 50 transfer students.
Create and support faculty interdisciplinary research groups and expand sponsored program funding	#4	M. Severson; Sponsored Research Office; College Senate; Campus Community;	Strengthen and advance fundable interdisciplinary research;	Link Buffalo State research efforts with SUNY RF Networks of Excellence;	#4 Academic and Institutional Distinctiveness	Identify and activate at least two groups by June 1, 2015. Dennis Ponton

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		Research and Creativity Council	Build teams on expertise and interest of faculty; Increase sponsored program expenditures.	Establish internal small grants programs to seed larger funding requests.		<i>Requests for funding for two programs (Computer Information Systems and Mechanical Technology) from SUNY Networks of Excellence; High Needs programs are in process for spring 2015 submissions.</i>
Establish policies and practices to enable excellence in teaching and adopt all-college learning outcomes.	#5	Campus community; Deans and department chairs; College Senate; Faculty award recipients for excellent teaching.	Institutionalize excellence as a teaching community; Attain consensus on common outcomes for the Buffalo State learning experience.	Institute institutional dialogue on what is excellence in teaching; Review and modify recognition system for teaching excellence; Institute institutional dialogue on all-college learning outcomes; Expand learning opportunities in honors program.	#1 Excellent Learning Experiences Both In and Out of the Classroom #4 Academic and Institutional Distinctiveness	Completion of initiative by September 1, 2016; Dennis Ponton <i>A Committee has been convened by Dean Johnson to explore what are characteristics of teaching excellence; preliminary report expected in June 2015</i>

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Develop START UP NY relationships with 12 or more businesses.	#6	Departments; Deans; START-UP NY Academic Review Committee.	Link academic offerings to START UP NY initiatives for benefit of students, academic programs and businesses.	To be determined by START UP NY opportunities.	#3 Regional Leadership and Service	<i>This project is on hold until space issues for participating companies is resolved.</i>
Support comprehensive leadership programs for students, faculty, and staff and institute comprehensive programs to develop supervisors.	#7	Campus community; Professional development unit.	Create in-house experiences or external offerings to meet objectives.	Assess current leadership and supervisor development efforts in order to create plan for future actions; Define and establish campus consensus on expectations of professional development efforts.	#5 Leadership, Governance, Institutional Sustainability	Preliminary report by April 1, 2015. Dennis Ponton <i>Final decision, report and action on professional and leadership development programs is projected for May 2016.</i>
EQUITY AND CAMPUS DIVERSITY						
Maintain compliance with federal, state, and SUNY policies.	#1	Department of Labor – Office for Federal Contract Compliance Programs; SUNY Central Administration;	Compliance with Department of Labor; Ensure federal funding (i.e., student financial aid, faculty research awards).	Continue to monitor federal/state/SUNY updates and make appropriate revisions	#5 Leadership, Governance, Institutional Sustainability	Annually on July 1st President’s Cabinet Karen Jones

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		Department of Education – Office of Civil Rights.				
Adhere to SUNY/OCR Title IX Resolution Agreement.	#1	SUNY Central Administration; Department of Education – Office of Civil Rights; Office of Equity and Campus Diversity; Student Affairs	Compliance with Department of Education - Office of Civil Rights.	Make appropriate policy and educational updates; Complete mandated quarterly reports.	#5 Leadership, Governance, Institutional Sustainability	Quarterly Updates according to SUNY/OCR Title IX agreement; Karen Jones Student Affairs
Complete annual Affirmative Action Plan and VETS 100 report.	#1	Office of Equity and Campus Diversity; Human Resource Management.	Compliance with Department of Labor; Assist with institutional employment practices.	Submission of reports to Department of Labor and SUNY Central Administration; Provide President’s Cabinet and each cabinet member with their respective demographic data.	#5 Leadership, Governance, Institutional Sustainability	Vets 100 (September 30, annually); Affirmative Action Plan (December annually) Karen Jones
Monitor employment practices.	#1	Office of Equity and Campus Diversity; President’s Cabinet; Human Resource Management.	Maintain EEO; Become employer of choice.	Continue to review and expand initiatives to track recruitment practices, hiring, retention, and promotion of all employees, with particular attention to historically underrepresented ethnic minorities and women.	#5 Leadership, Governance, Institutional Sustainability	Annual review as part of the Affirmative Action Plan on July 1 st . Karen Jones
Further develop institutional partnerships to assist with EEO compliance.	#1	Office of Equity and Campus Diversity;	Enhanced campus climate. Reduced claims of discrimination/harassment	Continue to provide campus-wide education to reduce internal and external complaints.	#5 Leadership, Governance,	Annual/monthly programs (January – December)

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		President’s Council on Equity and Campus Diversity; President’s Cabinet.			Institutional Sustainability	Karen Jones
Support comprehensive leadership programs for students, faculty, and staff.	#2	Office of Equity and Campus Diversity; President’s Cabinet; Professional Development Unit.	Invest in employee development; Become employer of choice.	Work collaboratively with professional development to identify workshops and opportunities for employees to enhance and gain additional leadership skills; Continue to provide individual coaching and career planning efforts; Partner with the PDO/President’s Cabinet to identify diverse underrepresented employees for participation in leadership development and mentoring opportunities; Create Diversity Ambassador Program to provide student with diversity leadership opportunities.	#5 Leadership, Governance, Institutional Sustainability	Annually (September - May) Karen ones
Collaborate development programs for supervisors	#2	Office of Equity and Campus Diversity; President’s Cabinet; Professional Development Unit;	Improved campus climate	Work collaboratively to professional development to identify workshops that create opportunities for employees to enhance and gain additional	#5 Leadership, Governance, Institutional Sustainability	Annually (January – December) Karen Jones

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		Collective Bargaining Agencies.		supervisory skills consistent with organizational culture.		
Maintain compliance with federal, state, SUNY admission and retention policies/practices.	#2	Office of Equity and Campus Diversity; Enrollment Management; Institutional Advancement.	Ensure admission policies/practices and scholarships are free from discrimination.	Ensure admission (and scholarship award) and retention policies and practices are free from discrimination.	#6 Enrollment and Retention	Annually on July 1st Karen Jones
Participate in SUNY’s Faculty Diversity Initiative	#2	Office of Equity and Campus Diversity; Provost and Academic Deans.	Increase historically underrepresented/women faculty.	Partner with Provost to identify target of opportunity hires.	#4 Academic and Institutional Distinctiveness	Bi annual Submissions (October/March) Karen Jones
Obtain SUNY Explorations in Diversity Grant	#2	Office of Equity and Campus Diversity; Campus Community.	Secure additional funding from SUNY diversity grants.	Partner with campus community to secure grants.	#4 Academic and Institutional Distinctiveness	Annual submission (Spring Semester) Karen Jones
Complete national recognition award surveys	#2	Office of Equity and Campus Diversity; College Relations; Campus Community.	National recognition; Brand recognition to assist with recruitment efforts.	Identify and apply for institutional diversity recognition awards: “Great Place to Work Survey,” Insight to Diversity’s annual Higher Education Excellence In Diversity award.	#4 Academic and Institutional Distinctiveness	Annually in July Karen Jones
Campus-Wide Education (i.e., Diversity Educational Series, Diversity Mini Grants)	#2	Office of Equity and Campus Diversity; Academic Units; Student Affairs.	Increased co-curricular programs to enhance diversity experiences.	Continue to provide opportunities to build on knowledge of initiatives (i.e., articles), community partnerships (i.e., signature events).	#4 Academic and Institutional Distinctiveness	Annually (September – May) Karen Jones

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Monitor impact of initiatives through metrics	#2	Office of Equity and Campus Diversity; President’s Cabinet.	Evaluate success of program initiatives	Continue to monitor metrics for programs, recruitment, retention, promotions and separations; Coordinate, review of completion/distribution of AAPs for potential strategy revisions. Provide minimum of annual &/or quarterly progress reports &/or presentations to leadership.	#4 Academic and Institutional Distinctiveness	Annually in July Karen Jones
Maintain and develop partnerships with community based organizations (i.e., service learning opportunities).	#3	Office of Equity and Campus Diversity; Community Based Organizations; Volunteer and Service Learning Center.	Improved collaboration with community partners.	Identify additional opportunities for community engagement and service learning partnerships within the Buffalo community (i.e., east side and Black Rock areas).	#3 Regional Leadership and Service	Annually (January – December) Karen Jones
Communication Plan	#3	Office of Equity and Campus Diversity; College Relations.	Informed campus community.	Develop plan to inform campus community on compliance, disability, WMBE goals and initiatives; Maintain web page with accomplishments and resources selection.	#4 Academic and Institutional Distinctiveness	As needed Karen Jones
Implement campus climate survey	#3	Office of Equity and Campus Diversity; President’s Council on Equity and Campus Diversity.	Assess satisfaction of campus community.	Implement climate survey.	#3 Regional Leadership and Service	TDB Karen Jones

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FINANCE AND MANAGEMENT						
<i>NEW INITIATIVES UNDERWAY IN 2014-15 in Finance and Management</i>						
Reorganize Sponsored Program Operations and the Center for Development of Human Services	#1	Sponsored Program Operations Office (SPO); Center for the Development of Human Services; Office of the Provost.	Helps balance a facilities and administrative (F&A) budget that currently is operating at a deficit of about \$1 million; Creates related operational efficiencies; Addresses compliance issues that have been identified in recent audits of the Center for the Development of Human Services (CDHS).	Historically the campus Research Foundation operations and CDHS –the primary generator of facilities and administrative (F&A) cost recovery for the campus -- have operated independently of the campus and of each other. This initiative will consolidate the two operations where feasible.	#5 Leadership, Governance, Institutional Sustainability #2 Research, Scholarship, Creativity	June 1, 2015 Michael LeVine Donna Scuto <i>Budget adjustments have been made to help balance the Research Foundation (RF) Facilities & Administrative (F&A) budget.</i> <i>A review of alternate leased space for the Buffalo Center for the Development of Human Services (CDHS) office has been initiated in the hopes of reducing the lease cost and finding</i>

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						<p>more suitable space.</p> <p>A working group comprised of RF Central Office (Albany), CDHS, and SPO representatives has been established to review operations. An initial meeting was held in March 2015.</p> <p>Working to eliminate CDHS shadow systems and move all data collection and reporting into the RF's Oracle Business System.</p> <p>Changed the methodology of how administrative costs are charged to sponsored programs to ensure compliance with</p>

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						<i>the Federal Uniform Guidelines.</i>
Advance an all-funds budgeting and reporting model	#2	President's Cabinet; Budget and Staff Allocations, Committee (BSAC) of College Senate.	Permits strategic investment of resources; Lays the groundwork for annual budget process.	Initiate discussions that move the campus from a State Purpose budget focus to an all-funds budgeting and reporting focus; Begin discussions on the format and process for an annual budget exercise.	#5 Leadership, Governance, Institutional Sustainability	Multi-year. Anticipate 2014/15 focus on defining a budget process, identifying decision makers and ensuring that system support for a new budget process is in place. Michael LeVine Rebecca Schenk <i>A proposed multi-year (2015-2017) budget schedule, including phase-in of an All Funds Budget Process, was developed in December 2014. This schedule</i>

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						<i>outlines an initial process that would culminate with a full budget initiative for the 2017/18 fiscal year.</i>
Implement Campus Community Policing Plan	#3	President's Cabinet; University Police Department; Community Policing Advisory Committee; Student leaders; Campus community.	Emphasizes proactive, problem-solving approaches where University Police work in close cooperation with the campus community; <i>Responds to a 2013/14 independent consultant's review of University Police operations on campus.</i>	Develop and implement a community policing plan that promotes and supports strategies to address campus issues through University Police-campus community partnerships.	#5 Leadership, Governance, Institutional Sustainability #6 Enrollment and Retention	January 1, 2015 Michael LeVine Peter Carey Amy M. Pedlow <i>Community Policing Advisory Committee was reestablished in Spring 2015.</i> <i>Twelve UPD personnel will attend an eight-hour Community Oriented Policing training at the Erie County Police Academy on May 26.</i>

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<i>PRIOR-YEAR INITIATIVES BEING BUILT ON IN 2014-15 in Finance and Management</i>						
Expand the strategic focus of Financial Business Intelligence	#1	Comptroller’s Office; Budget Office; Campus financial decision-makers.	Empowers campus decision makers by providing them with the information they need to analyze and manage their administrative responsibilities; Supports the transition to an all funds budget model.	Conduct focus groups and use other feedback mechanisms to understand campus user needs; Roll out system, along with appropriate training and support, to all campus users.	#5 Leadership, Governance, Institutional Sustainability	Ongoing James Thor Robert Baumet Rebecca Schenk <i>Campus financial dashboards have been produced and are available campus-wide. The dashboards capture financial data from consolidated All Campus Funds (State Appropriated), departmental and single account perspectives. Detail to the transaction level is included. University-Wide and State University</i>

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						<p>Construction Fund dashboards have been written and are available. These two dashboards, produced at Buffalo State, have been made available by SUNY Central to all SUNY campuses.</p> <p>Campus training on BI is ongoing and is now provided as needed to individuals or departments.</p>
Update Facilities Master Plan, including addition of comprehensive Housing Master Plan	#2	Student Affairs; Campus stakeholders/ campus community members; Trudeau Architects (consultants); Brailsford & Dunlavey (consultants).	Develops a guide for future decisions about campus housing, considering both new construction and building renovations; Establishes a current plan with prioritized capital	During 2013/14 the campus updated its Facilities Master Plan (completed in 2010 to cover the period of 2013 to 2023); The Facilities Master Plan will continue to be reviewed on an ongoing basis to keep it current	#5 Leadership, Governance, Institutional Sustainability #1 Excellent Learning Experiences Both In	Ongoing Steven Shaffer Sarah Reid The Housing Master Plan (HMP) consultant has completed two

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			<p>projects to assist in allocating the campus's limited capital funding; The 2013/14 update recognized the need to complete a campus Student Housing Master Plan.</p>	<p>and responsive to changing conditions;</p> <p>The campus has since begun a comprehensive student housing master planning process with concurrent demand/marketing study.</p>	<p>and Out of the Classroom</p> <p>#3 Regional Leadership and Service</p> <p>#4 Academic and Institutional Distinctiveness</p> <p>#6 Enrollment and Retention</p>	<p>phases of the HMP: The strategic plan and the marketing analysis (demand model).</p> <p>Planning has started to return Bishop Hall and South Wing to student housing.</p> <p>The design of the project to remove asbestos and perform selective demolition to large portions of Buckham Hall is underway. This will provide space for the displaced programs.</p>

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Fully implement the StartUp NY program at Buffalo State	#3	Provost’s Office; SUNY and the SUNY Research Foundation; Buffalo State StartUp NY Steering Committee; Empire State Development Corporation.	<p>Positions Buffalo State as a driver for economic development;</p> <p>Creates synergistic relationships between Buffalo State academic programs and local companies and entrepreneurs;</p> <p>Creates mutually beneficial relationships between local companies and Buffalo State students (employment and internship opportunities, etc.);</p> <p>Meets SUNY expectations for campus participation</p>	<p>Complete approval process for Buffalo State’s amended StartUp NY plan;</p> <p>Match businesses approved by the campus Academic Review Committee to potential space in the Pierce Arrow Building (1685 Elmwood Avenue) and take the required steps to get company approval for our StartUp NY program;</p> <p>Explore additional opportunities for space in the vicinity of the campus to expand our StartUp NY program beyond the Pierce Arrow Building.</p>	<p>#3 Regional Leadership and Service</p> <p>#4 Academic and Institutional Distinctiveness</p>	<p>June 1, 2015</p> <p>Michael LeVine Susan McCartney</p> <p><i>Several potential off-campus locations have been evaluated for potential use in our StartUP NY program. Once the required documentation is obtained from the owners of viable properties, we will amend our StartUP NY plan to remove all on-campus space and add the off-campus space.</i></p>

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Acquire property for planned Alumni House and Visitor Center, and initiate project plan and design.	#4	Buffalo State College Realty Corporation, Inc.; Buffalo State College Foundation Board of Directors; Office of the Vice President for Institutional Advancement; State University Construction Fund (SUCF); SUNY; Greenleaf & Company.	Acquires the preferred property for locating Buffalo State's planned Alumni House and Visitor Center; Once property is acquired, planning for the construction of the Alumni House and Visitor Center can be finalized; Negotiations for this property are one part of a larger conversation with Greenleaf & Company, which owns a number of properties on the Grant/Rees/Bradley/Letchworth Street block and intends to build student housing there. The company would like to do so with Buffalo State's support, thereby contributing needed	Continue negotiations with private developer Greenleaf & Company to acquire property on the southeast corner of Grant and Letchworth Streets through the BSCR Corporation, Inc. (realty corporation); Arrange for a gift of land from the BSCR Corporation to SUNY; Develop, and obtain approval for, a project plan through SUCF for construction of the facility; Contract for required pre-construction surveys, site testing and facility design.	#6 Enrollment and Retention	January 1, 2015 Michael LeVine Steven Shaffer Sarah Reid <i>Potential property for the Alumni House has been appraised as part of a larger property transfer with a local developer. A draft land swap and affiliation agreement is being negotiated.</i>

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			student housing to Buffalo State’s inventory.			
Conduct emergency response planning and training.	#5	President; Emergency Response Planning Group (ERPG); Emergency Response Resource Group (ERRG).	Helps to prepare the campus community to meet the challenges of an emergency or disaster.	Conduct table top emergency planning exercise(s) for campus administrators.	#5 Leadership, Governance, Institutional Sustainability	Ongoing Peter Carey Terry Harding David Miller Cheryl Byer <i>A Community Emergency Response Team (CERT) Emergency Response Drill and training in the areas of search/rescue, extrication and first aid was conducted on February 17, in cooperation with UPD and the Environmental Health & Safety Office.</i>

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						<i>An active shooter tabletop exercise has been scheduled for June 19. It will focus on an active shooter scenario and contain a mock press conference.</i>
<i>OTHER AREAS OF FOCUS IN 2014/15: Internal to Finance and Management</i>						
Inventory and assess Finance and Management services	#1		Permits prioritization of divisional resources	Assess services inventories completed by Finance and Management units during 2013/14.	#5 Leadership, Governance, Institutional Sustainability	June 1, 2015 Finance and Management unit leaders
Launch administrative policy standardization and online library.	#2		Provides administrative policies in standardized, easily-accessible format; Formalizes process for the introduction, development, review and approval of new administrative policies; and the updating of existing policies;	Organize administrative policies into standardized format and make them available online; Develop and publicize process for introducing new, or revising existing, policies	#5 Leadership, Governance, Institutional Sustainability	Ongoing, with online policy library to be operational by June 1, 2015 Jill Powell Finance and Management Policy Review Committee

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			Allows for expansion of online library to other non-academic divisions.			<p>A standardized policy template has been developed. Approximately 60 policies promulgated by Finance and Management offices have been determined to be appropriate for the library and transferred to the new standard template.</p> <p>An online policy library website has been created. Finance and Management has joined forces with the Information Services and Systems division to expand the focus of the policy library to include</p>

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						<i>policies of both divisions.</i>
Automate administrative transactions.	#3		Creates operational efficiencies and potential cost savings.	Evaluate potential candidates for automation in Finance and Management operational units; Develop plans to evaluate automation options for priority projects.	#5 Leadership, Governance, Institutional Sustainability	June 1, 2015 Finance and Management unit leaders <i>In a joint initiative with other Western NY region SUNY campuses, Requests for Proposal for an eProcurement system were solicited. Four vendor's submitted proposals, bids were opened on February 17, 2015, and three vendors conducted product demonstrations.</i> <i>The College Foundation Accounting Office</i>

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						<p><i>is working with Financial Aid to create a seamless interface with the Foundation MIP Accounting System. The interface will eliminate the data entry of accounts payable payment request information into the MIP Accounting System. The interface will also eliminate the payment request process in Financial Aid. The process and data have been tested and are ready to go live when Financial Aid is ready to roll out the scholarship module.</i></p>

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						<p>Registered students and all faculty and staff represented by state bargaining units may now register and purchase parking permit stickers online via the customized parking software available on the Parking Services webpage. Parking citations may also now be paid online.</p> <p>The campus work order software system has been readied for migration, from its 40-year residency on a college server, to the “cloud.”</p>

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Enhance data metrics to assess administrative operations	#4		Allows leaders to review and analyze information about their operations, encouraging informed decision-making	Identify metrics for evaluating Finance and Management unit operations. Collect historical data and conduct ongoing data collection for future analysis and decisions.	#5 Leadership, Governance, Institutional Sustainability	June 1, 2015 Finance and Management unit leaders
INFORMATION SERVICES AND SYSTEMS						
Restructure ISAS governance and organization	#1	President	Provide clarity and transparency regarding processes for requesting and funding enterprise IT projects and purchases; Position ISAS to respond to changing business needs and technologies	New committee structures; Enhanced project and service management; Revised request and evaluation processes; Revised organization chart.	#5 Leadership, Governance, Institutional Sustainability	September 1, 2015 Brad Fuster <i>ISAS adopted a new IT governance model which has been in effect since January 1, 2015. The new model has been used to govern all strategic decisions, purchases, and projects since implementation. Part of the model includes a new Project Management Office (PMO) to implement new</i>

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						technologies using best practices.
VoIP (Voice Over IP)	#2	Finance & Management	Increase telecommunication capability and replace failing infrastructure.	Develop business plan and release RFP.	#5 Leadership, Governance, Institutional Sustainability	Phase 1 May 2015. Phase 2 November 2015. Brad Fuster Judi Basinski Tom Killan The VoIP Migration which will convert 2,000 landlines to VoIP phones is scheduled to start June 2015 and completed by June 2018.
Complete phase 2 of wireless project	#3	Internal for ISAS	Simplify wireless connections for campus constituents; Provide improved security and persistence for those connections.		#1 Excellent Learning Experiences Both In and Out of the Classroom #5 Leadership, Governance,	May 2015 Judi Basinski Tom Killan Persistent and ubiquitous WiFi throughout the entire campus with single

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					Institutional Sustainability	<i>authentication process is scheduled to be completed summer 2015.</i>
Provide support and infrastructure for increasing online courses, certificates, and degree programs	#4	Online Advisory Committee, Academic Affairs, Student Affairs,	Maintain a consistent, high quality online education presence that meets or exceeds the current accepted academic standards.	Schedule and fully participate in the Open SUNY Institutional Readiness Process; Complete conversion of paper forms to online processes.	#1 Learning Experiences #6 Enrollment and Retention	Sept 2015 - ongoing. Melaine Kenyon Maryruth Glogowski Carolyn Krupp Judi Basinski. <i>Searching to hire an additional full time Blackboard trainer.</i> <i>Modified policies with the Online Advisory Committee.</i> <i>Continued conversion of paper forms to electronic.</i> <i>MOOC through Coursera 41,000</i>

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						<p>participants; 190 different countries.</p> <p>Refreshed 19 smart classrooms to accommodate the most current pedagogical technology.</p>
Adopt best practices to ensure effective and efficient administrative infrastructure and processes	#5	Campus-wide		<p>Complete analysis and maximize value of currently licensed enterprise software (e.g. Banner, Blackboard, R25, BDM, Degree Works);</p> <p>Improve reporting and analytics.</p>	#5 Leadership, Governance, Institutional Sustainability	<p>May 2015 – ongoing</p> <p>Brad Fuster Melaine Kenyon Maryruth Glogowski Carolyn Krupp Judi Basinski.</p>
Improve services, outreach and learning environments	#6	Internal for ISAS	<p>Create a vision for what modern and future learning environments and how students and faculty can interact in these environments;</p> <p>Provide ability for metrics to be gathered to measure successes and determine technology trends/needs;</p>	<p>All centrally supported spaces will follow a pre-determined, fully-defined technology refresh schedule;</p> <p>Conduct a comprehensive evaluation and revision of the library instruction program;</p> <p>Manage lab utilization so that all classes are scheduled into</p>	#1 Excellent Learning Experiences Both In and Out of the Classroom #5 Leadership, Governance, Institutional Sustainability	<p>August 2015</p> <p>Melaine Kenyon Maryruth Glogowski, Marc Bayer Judi Basinski.</p>

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			Maximize existing lab utilization to meet SUNY guidelines for space usage.	appropriate spaces and software is distributed efficiently; Continue to explore the utilization of mobile devices and mobile device management; Provide an integrated ISAS knowledge base.	#6 Enrollment and Retention	
Initial development of a strategic plan for storage of current and archival materials campus-wide, including identification of funding, agreement on standards and documentation of the plan	#7	Internal for ISAS	Take advantage of economies of scale, provide an equivalent service across all departments, and improve support by reducing the number of storage options in use.		#1 Excellent Learning Experiences Both In and Out of the Classroom #5 Leadership, Governance, Institutional Sustainability	July, 2015 Carolyn Krupp Maryruth Glogowski Marc Bayer Judi Basinski.
INSTITUTIONAL ADVANCEMENT						
Increase overall alumni engagement	#1	All campus departments	Increased geographic profiles, establish new networks, increased alumni participation.	Reach out to campus departments to assist with outreach to alumni.	#6 Enrollment and Retention #5 Leadership, Governance,	Ongoing effort; progress report by June 30, 2015 Mary-Jo Jagord <i>The Alumni Office has completed several successful</i>

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					Institutional Sustainability	<p>collaborations with the Communication Department, the Music Department, the Career Development, and Center Higher Education Administration to plan and execute multiple alumni events and programs.</p> <p>Hosted a “Home Away From Homecoming” event on Long Island for alumni who were unable to travel to Buffalo for Homecoming.</p> <p>The Alumni Office also collaborated with the Communication Department to host an alumni</p>

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						<p>reunion event in Washington DC.</p> <p>In March 2015 hosted three events in Florida – Naples, Sarasota and the Villages. Over 100 alumni and their guests attended.</p> <p>Alumni also gathered for a networking event in Phoenix on March 30, 2015.</p> <p>A group of alumni who participated in the Siena Study Abroad Program will be meeting in New York City in April 2015.</p>
Develop new services and programs for alumni; develop Alumni Business Directory.	#1	IA units; Career Development Center;	Address current issues and concerns of alums such as job placement and career	Determine most pressing alumni issues;	#3 Regional Leadership and Service	Alumni Business Directory and career events to

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		Professional Development; Small Business Development Center; Alumni	advancement; promote alumni businesses.	Develop programs to address those concerns; develop Alumni Business Directory.	#4 Academic and Institutional Distinctiveness	be implemented by June 30, 2015 Mary-Jo Jagord
Raise \$4.5 million in institutional support	#1	Development; Academic Units; President; Foundation Board.	The Annual Fund will provide discretionary money to assist with institution needs. Corporate, foundation and private support will provide scholarships and other student/college needs to help meet our mission. Planned Giving will provide support for future Buffalo State students, faculty and staff.	Annual Giving - Fund for Buffalo State will raise \$735,000 in annual support; Student philanthropy program will be established; Establish a social media campaign; Alumni donors will increase to 2,680; President’s Circle will increase to 210 or more. Corporate and Foundation Relations - will raise \$1.25 million, including 6+ proposals to potential funders new to Buffalo State. Major and Planned Gifts - will raise \$1,700,000 in cash, and \$1.5 million in planned gifts; planned gifts will secure 15 new Peterson Society members.	#1 Excellent Learning Experiences Both In and Out of the Classroom # 2 Research, Scholarship, Creativity #4 Academic and Institutional Distinctiveness #6 Enrollment and Retention	Ongoing effort; progress reports by June 30, 2015. Mary Dwyer <i>Major gifts have been confirmed: \$650,000 planned gift to benefit the Siena Program; 1.5 million planned gift to Creative Studies; \$400,000 for student scholarships.</i> <i>Completed paperwork for a \$142,000 gift toward the Mellon challenge has been submitted.</i>

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				<p>Advancement Services - will do a wealth screening of 11,500 prospects and do an analysis of the findings with the predictive model identifying at least 200 new prospects to help finish the campaign and begin plans for the next campaign.</p> <p>Donor Relations and Stewardship - will include IA’s role in the implementation of AcademicWorks; the implementation of the first donor scholar breakfast for the 2014 homecoming weekend; creation of a thank you video; manage student thank you phone call program to further enhance a donor’s relationship with the College.</p>		
Provide communication expertise, guidance, and promotional materials for campus departments and offices	#1	Enrollment Management; Admissions; Academic Affairs; Institutional Advancement; Development; Student Affairs.	Cohesive messaging for Buffalo State’s identity across multiple channels of communication.	Advise departments, schools, and offices with communication messaging for external audiences; Continue to communicate and enforce the campus’ Visual Identity Program for all clients at Buffalo State.	#4 Academic and Institutional Distinctiveness #6 Enrollment and Retention	August/2014- June/2015 Tim Walsh Melissa Meehan Jerod Dahlgren Brian Kantz

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Enhance the Exposure and Identity of Buffalo State Within the Western New York Region	#1	Office of the President; Academic Affairs; Enrollment Management; Student Affairs.	Increased positive reputation. Greater awareness among community and business leaders. Increase in student inquiries and applications	Public and Media Relations, Web communication, along with strategic marketing initiatives will enable the development and execution of activities to further enhance Buffalo State's identity and awareness among key constituency groups; College Relations will determine and conduct surveys along with continuing year-over-year assessment benchmarks.	#4 Academic and Institutional Distinctiveness #6 Enrollment and Retention	August/2014- June/2015 Tim Walsh Melissa Meehan Jerod Dahlgren Brian Kantz <i>Earned significant media coverage for Buffalo State's first Massive Open Online Course (MOOC) over the first quarter of 2015. After three stories in Business First, the MOOC was featured on the front page of the Buffalo News on Sunday, March 29.</i> <i>Promoted and shared student achievements through hometown papers and social media. From</i>

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						<i>January 1 to March 31, a total of 1,670 student achievements were created, resulting in 53,824 online impressions.</i>
Integrate Marketing Strategies with Academic Deans and Admissions to meet Buffalo State and SUNY Enrollment Goals	#1	Academic Deans; Admissions;; Academic Affairs	Support campus enrollment and increase student applications through all marketing activities tied into multiple channels including publications, advertising, web and social media, and public & media relations.	College Relations developed integrated marketing communications plan. In addition to collaboration with Admissions, also work on specific needs related to each of the schools and academic deans.	#4 Academic and Institutional Distinctiveness #6 Enrollment and Retention	VP Bair Meeting w/Deans September, 2014 Plan by November 15, 2014 Execute November 2014-June 2015 Tim Walsh <i>Executed a television and radio advertising campaign from late January into February. The campaign was initiated to increase applications and</i>

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						<p>enhance identity exposure leading up to the Admissions Spring Open House.</p> <p>Social media advertising was coordinated to assist with Graduate School Information Session on March 11. Paid ads and "boosted" posts on Facebook reached more than 450,000 individuals over a two-week campaign at a cost of \$2,500.</p> <p>College Relations staff assisted the Admissions Office with the development and distribution of high school counselor</p>

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						<i>spring e-newsletter. More than 4,000 high school counselors received the correspondence.</i>
Proposals submitted to support equipment needs for Caudell Hall renovation.	#1	Development Office; Academic Departments	Designated equipment is critical to successfully complete the Caudell renovation and will benefit campus, programs and students not only currently in the program, but as an attraction to new students.	Identify, cultivate and solicit potential funders with ability and interest in this area.	#1 Excellent Learning Experiences Both In and Out of the Classroom # 2 Research, Scholarship, Creativity #4 Academic and Institutional Distinctiveness #6 Enrollment and Retention	July, 2014-June, 2015 Mary Dwyer
Funding in place to enhance research facilities, provide additional equipment for the Great Lakes Center or the	#1	President’s Cabinet (especially F&M and Provost for capital and program targets);	New funding opportunities in a limited opportunity environment.	Monitor flow of funds from prior appropriations. Ensure appropriations in next budget for all existing, authorized but	#1 Excellent Learning Experiences Both In	Rolling deadline – project dependent.

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Science and Math Complex, Technology building, etc.		Development Office; Dean Severson (for BSC Sponsored Programs); Great Lakes Center Director and Field Station Manager.		unexpended funds. Identify unmet need on existing projects and updated capital priorities.	and Out of the Classroom # 2 Research, Scholarship, Creativity #4 Academic and Institutional Distinctiveness #6 Enrollment and Retention	Progress Report by June 30, 2105. Secure funding for current commitments at Great Lakes Center and alumni house by 04/15; assess priority needs going forward William Benfanti Mary Dwyer <i>Secured a \$150,000 grant for the Great Lakes Center shoreline improvement project.</i>
Increase outreach to alumni	#2	IA units; Academic Departments Deans.	Increased effectiveness and impact of alumni programs and events; Increase alumni giving.	Refine and improve metrics to evaluate effectiveness and impact of programs and events	#6 Enrollment and Retention #5 Leadership, Governance, Institutional Sustainability	Ongoing effort; progress report by June 30, 2015 Mary-Jo Jagord

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Revamp Alumni Association website; revise content and web communication plan; evaluate alternatives to iModules system	#2	IA units; Alumni Association Board.	Increased contact with alumni and easier/better ability to manage, advertise and evaluate events and fundraising activities	Seek input from stakeholders; Research and evaluate alternatives to current content management system; Develop plan to transition to new system.	#4 Academic and Institutional Distinctiveness #6 Enrollment and Retention #5 Leadership, Governance, Institutional Sustainability	Website improvements ongoing within current limitations. Decision regarding iModules by June 30, 2015. Mary-Jo Jagord
Support Specific Strategic Plan Directions and Activities through College Relations planning	#2	Enrollment Management; Admissions; Academic Affairs; President's Office; President's Marketing Communications Advisory Group.	A focus on communicating the Strategic Position of what Buffalo State offers will be included throughout all channels of communication	A developed and executable comprehensive integrated marketing communication plan that supports Buffalo State's 2014-2017 Strategic Plan	#4 Academic and Institutional Distinctiveness #5 Leadership, Governance, Institutional Sustainability	Plan August/2014 Execute August/2014-June/2015 Tim Walsh

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					#6 Enrollment and Retention	
Complete Transforming Lives Campaign	#2	Development, Campus Leadership and Academic Departments	Multiple scholarships, internships, research opportunities and campus enhancements will provide improved facilities for current students and become a strong attraction for attracting new students.	Complete solicitations currently in the pipeline; continue prospect identification and cultivation.	<p style="text-align: center;">#1 Excellent Learning Experiences Both In and Out of the Classroom</p> <p style="text-align: center;"># 2 Research, Scholarship, Creativity</p> <p style="text-align: center;">#4 Academic and Institutional Distinctiveness</p> <p style="text-align: center;">#6 Enrollment and Retention</p>	<p>June 30, 2014</p> <p>Mary Dwyer</p> <p><i>The Transforming Lives: A Campaign for Buffalo State exceeded \$26 million of its \$20 million goal. The campaign closing celebration will be on held on September 24, 2015</i></p>
Strategic partnership agreements will be in place and/or letters of support obtained to help obtain	#2	President’s Cabinet (especially F&M and Provost for capital and program targets);	Enhanced outreach and partnership to improve funding chances with agencies and increase opportunities for program	Ongoing discussion with primary partners to identify key community/business strategic partners;	#3 Regional Leadership and Service.	Rolling deadline – project dependent; Progress report by June 30, 2015

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funding for campus initiatives.		Dean Severson (for BSC Sponsored Programs), key faculty (including but not limited to Engineering Tech, Smart Grid, Great Lakes Center).	development and expansion.	Jointly identify funding opportunities and primary grant/funding applicants.		William Benfanti
Key programs are targeted, and a legislative plan is in place for multi-year development	#3	President’s Cabinet; College Council; Key faculty (including but not limited to Fashion Technology, StartUp NY.	Long term planning for capital and programmatic priorities.	Conduct meetings with primary partners; Develop draft plan for review/approval of President.	#5 Leadership, Governance, Institutional Sustainability	Draft/preliminary in place by February/2015 Long term project priorities and legislative plan in place by June /2015. William Benfanti.
Enhance Data Collaboration to Support College	#3	Admissions; Registrar; Financial Aid; Institutional Research; Assessment and Curriculum; Outside resources.	Effective budget planning and execution for marketing/enrollment activities.	Develop and collaborate with staff to secure comprehensive set of data to assist with campus-wide decisions and expenditures in relation to marketing decisions.	#5 Leadership, Governance, Institutional Sustainability	Plan by January 15, 2015 Tim Walsh

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Communicate and support fundraising strategies, programs, major gifts, and scholarship success stories	#3	All IA units; Other campus departments.	Increase awareness and understanding of benefits to people, infrastructure and programming at Buffalo State through funding support.	Communication support strategy for all high level Transforming Lives Campaign fundraising activities.	#4 Academic and Institutional Distinctiveness #6 Enrollment and Retention	Execute August/2014- June /2015 Tim Walsh
STUDENT AFFAIRS						
<i>Educationally Purposeful Programs</i>						
Provide educationally purposeful programs and services that foster personal and professional growth.	#1	Academic Affairs; University College.	Improved retention stabilizes enrollment and revenue – generation	Enhance first year orientation; Enhance transfer orientation; Increase participation in NIA Mentors Program; Increase participation in Learning Communities; Develop a new retention program for COMPASS students; Develop a supplementary education seminars pilot program for high-fail gateway courses.	#1 Excellent Learning Experiences Both In and Out of the Classroom	August 2015 – December 2016 Daniel Velez <i>Successful launch of Schedule Planner for spring 2015 registration. Buffalo State is the first college in SUNY to implement. In its first semester of usage we saw an increase of 1% in the number of undergraduates taking 15 or more</i>

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						<p><i>credits compared with fall 2014.</i></p> <p><i>Enhancements to the Orientation Program have been made for the fall 2015. Specifically, first-year students will now go through a common experience—The Anne Frank Project.</i></p>
Provide educationally purposeful programs and services that foster personal and professional growth.	#1	Academic Affairs	Improved student satisfaction and retention.	<p>Enhance micro-interactions program in all residence halls;</p> <p>Re-establish faculty fellows in residence halls;</p> <p>Train all RAs in academic coaching;</p> <p>Implement class attendance programs in residence halls.</p>	#1 Excellent Learning Experiences Both In and Out of the Classroom	<p>August 2014 – May 2015</p> <p>Daniel Velez</p>

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Provide educationally purposeful programs and services that foster personal and professional growth.	#1	Academic Affairs; USG / Student Organizations.	Increased student retention and satisfaction supports enrollment and revenue-generation.	Implement class attendance initiative for commuters through campus radio / TV stations; Train activities staff, organization leaders and staff in coaching model.	#1 Excellent Learning Experiences Both In and Out of the Classroom	August 2104 – December 2015 Eileen Merberg Sarah Velez
Provide educationally purposeful programs and services that foster personal and professional growth.	#1	Academic Affairs; USG / Student Organizations.	Student engagement fosters retention and satisfaction.	Implement student programming on radio / TV stations to inform commuters of activities on campus; Train student organization advisors in coaching.	#1 Excellent Learning Experiences Both In and Out of the Classroom	January 2015- December 2015 Eileen Merberg
Provide educationally purposeful programs and services that foster personal and professional growth.	#1	Chief Diversity Officer; Academic Affairs.	Increased retention and satisfaction of male students supports enrollment and revenue generations.	Develop proposals for re-invigorating male support groups, e.g. SUMMIT: Society for Underrepresented men making an intellectual transformation.	#1 Excellent Learning Experiences Both In and Out of the Classroom	January 2015- December 2015 Eileen Merberg
Community Engagement						
Expand efforts to engage the campus with the community and develop a comprehensive effort to strengthen student leadership and governance.	#1	Academic Affairs; Alumni Office.	Institutional Distinctiveness and Community Relations; Fosters community, civic responsibility and a sense	Engage students in high quality volunteer and service-learning programs and activities, e.g. Community Service Day, alternative spring break; Offer faculty training in service learning pedagogy;	#3 Regional Leadership and Service	August 2014 – May 2015 Laura H. Rao

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			of connectedness to the College for students.	Provide high quality relationships with community partners		<p>The Volunteer and Service Learning Center Activities:</p> <p>Alternative Break: 24 students participated in three Alternative Breaks including to Washington, DC.</p> <p>National Volunteer Week: Activities were planned in celebration of WK Kellogg and National Volunteer Week, including: service projects in the Union Lobby and the opportunity for students to share their service related experiences. On Monday, April 13, 55 students, faculty, and staff</p>

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						<p>created fleece blankets for homeless families, greeting cards for women and children battling health issues, and bat and butterfly houses for Buffalo community gardens.</p> <p>Random Acts of Kindness Week: The campus community was engaged in acts of kindness in celebration of a nationwide initiative.</p> <p>Haiti HOPE Informational Meeting: More than 40 faculty, staff, and students attended an informational meeting on</p>

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						<i>campus collaborative efforts with the Haiti-based HOPE organization.</i>
Expand efforts to engage the campus with the community and develop a comprehensive effort to strengthen student leadership and governance.	#2	Academic Affairs	Meets goals of SUNY	Convene meetings of SUNY Works group; Carry out SUNY Works Program.	#3 Regional Leadership and Service	August 2014 – May 2015 Stephanie Zuckerman-Aviles
Expand efforts to engage the campus with the community and develop a comprehensive effort to strengthen student leadership and governance.	#3	Academic Affairs	Maintain positive image in the community Sustain Start-Up New York Contributes to Carnegie Classification	Convene monthly meetings of the committee on University and Community Relations; Work with West Side Business Groups; Serve on corporate and community boards that can provide collaborations and support for the college.	#3 Regional Leadership and Service	August 2014- May 2015 Hal D. Payne Daniel Velez
<i>Student Educational Experience</i>						

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Support high-impact practices that enhance the student educational experience.	#1	Institutional Advancement	Enhance enrollment and image	Athletics will finish the year ranked among the top in SUNY Commissioners Cup standings / including All-Americans	#4 Academic and Institutional Distinctiveness	May 2015 Jerry Boyes
Support high-impact practices that enhance the student educational experience	#2	Academic Affairs		All units in Student Affairs will develop an assessment plan that indicates programs and learning outcomes.	#4 Academic and Institutional Distinctiveness	December 2014 Daniel Velez
Support high-impact practices that enhance the student educational experience	#3	Academic Affairs; Graduate School	Increases Institutional Distinctiveness	Re-establish faculty fellows program; Increase internships under SUNY Works; Support student research; Increase service learning; Create learning experiences for graduate students.	#4 Academic and Institutional Distinctiveness	December 2015 Daniel Velez, Stephanie Zuckerman-Aviles, Laura H. Rao Professional Image Boot Camp: The Career Development Center (CDC) partnered with Target, one of our key corporate partners, who sent more than 10 of their Executive Team Leaders to campus, meeting

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						<p>with 100 students to help with developing their professional skills.</p> <p>Job Fair: 295 students attended Job and Internship Fair 2015 on April 7th, interviewing with 61 employers, the largest number of organizations in our history.</p> <p>Teacher Recruitment Days (TRD): 210 local and national school district representatives attended TRD, interviewing candidates for teaching jobs.</p> <p>SUNY Works Professional</p>

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						<p>Development Skills Module (PDSM): The CDC launched the SUNY Works PDSM, an online skills module to help students be better prepared for their internship experience. Eight academic departments piloted the module with their students.</p> <p>For spring 2015, 50 service-learning courses were offered with 799 students enrolled. Approximately 10 faculty attended an intensive training program on service-learning pedagogy, taught by VSLC staff.</p>

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Support high-impact practices that enhance the student educational experience	3	Academic Affairs; Chief Diversity Officer	Enhance Institutional image	Student Affairs will convene a SUNY conference on NCBI and a national conference on NCBI	#4 Academic and Institutional Distinctiveness	June 2014- December 2015 Charles Kenyon
<i>Personal Growth and Development for Students and Staff</i>						
Foster personal growth and development, ethical values and standards, leadership opportunities, and service to the campus and community for students and staff.	1	Finance and Management	Enrollment and Occupancy Issues resolved	Convene Housing Master Plan Committee; Complete Press Box Project.	#5 Leadership, Governance and Institutional Sustainability	July 2014 - December 2015 Hal D. Payne Kris Kaufman Jerry Boyes
Foster personal growth and development, ethical values and standards, leadership opportunities, and service to the campus and community for students and staff.	3	Creative Studies; USG; Academic Affairs.	Achieve institutional vision as national leader	Increase Emerging Leaders Program; Late Night Programming; Increase Professional development opportunities for staff.	#5 Leadership, Governance and Institutional Sustainability	December 2014 Daniel Velez
<i>Strategic Enrollment Management</i>						
Facilitate strategic enrollment management, promote and encourage student retention and success.	#1	Strategic Enrollment Steering Council (SESC)	Increased student enrollment and revenue generation	Determine headcount and FTE targets for Fall 2015	#6 Enrollment and Retention	December 2015 Erin Alonzo <i>Enrollment Management has begun working</i>

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						<i>with the Strategic Enrollment Steering Committee with a target of admitting 10,661 headcount students in Fall 2015. Freshman applications are up 5.8%. Freshman EOP applications are up 16.7%.</i>
Facilitate strategic enrollment management, promote and encourage student retention and success.	#1	SESC; Academic Affairs; Community Colleges; Institutional Advancement; Alumni Office.	Increased Student Enrollment and Revenue Generation	Implement a downstate marketing campaign; Improve articulation between community colleges and BSC, particularly ECC, Nassau and Suffolk CC; Increase Financial Aid training for advisors; Enhance use of social media in recruitment process; Increase involvement of faculty in recruitment and retention; Extend involvement of alumni in recruitment.	#6 Enrollment and Retention	December 2015 Erin Alonzo <i>Hosted 3 receptions for accepted students and 3 dinners for Honors candidates in the downstate area</i> <i>Ran a 3 day Class visit program which included an afternoon Honors Colloquium</i> <i>Hosted an overnight visit</i>

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						<p>program for 100 admitted students from NYC</p> <p>Hosted Spring Open House; record number of attendees.</p> <p>Inaugural Induction Ceremony for Tao Sigma National Honor Society was held on 4/11/15</p> <p>Implementing an Alumni writing campaign as a yield generating event</p> <p>Embarking on a two week tele-counseling campaign as a yield generating event (starts on April 18th).</p>

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						<p><i>Hosted another successful SUNY Financial Aid event on Saturday, February 28</i></p> <p><i>Organizing a Scholarship for Transfer students whose first enrollment at BSC is fall 2015</i></p>
Facilitate strategic enrollment management, promote and encourage student retention and success.	#1	Academic Affairs	Improved retention stabilizes enrollment and revenue generation	Enhance early alert strategies to increase retention	#6 Enrollment and Retention	December 2015 Daniel Velez
Facilitate strategic enrollment management, promote and encourage student retention and success.	#1	Community Health Entities	A healthy student body	Utilize interventions that build on student strengths, emphasize prevention, education and wellness	#6 Enrollment and Retention	May, 2015 Theresa Stephan-Hains
Facilitate strategic enrollment management, promote and encourage student retention and success.	#2	Chief Diversity Officer	Compliance with federal and state mandates	<p>Revise Student Code of Conduct to ensure compliance;</p> <p>Periodic meetings with Chief Diversity Officer and University Police Department.</p>	#6 Enrollment and Retention	<p>March 2015 Charles Kenyon</p> <p>Ongoing Charles Kenyon</p>