



## PRESIDENTIAL SELECT TASK TEAM FINAL RECOMMENDATIONS

<b>TEAM:</b>	<b>Student President Select Task Team</b>		
<b>TEAM CHAIR:</b>	<b>Dr. Lynn Cleary, Sr. Associate Dean for Education</b>		
<b>TEAM VICE CHAIR:</b>	<b>Dr. Susan Stearns, Associate Professor Cell &amp; Developmental Biology</b>		
<b>RECOMMENDATION #1:</b> Create spaces and facilities to enhance the learning and teaching environment.			
<p><b>The Team ranked strategies in high, medium and low priority, not in order preference. Strategies are numbered to provide cross reference to the resources required.</b></p>			
STRATEGIES	MEASURABLE OUTCOMES	PRIORITY	TIME FRAME
1. The most significant issue for students is to upgrade or replace the CAB: create a “feel” of a student center and a gym (Bally’s); upgrade treadmills/other equipment; create more indoor options for recreation; reconfigure layout of gym and courts; install exterior windows; greatly improve ventilation in gym; improve swimming pool/add whirlpool.	Purchase new treadmills Reconfigure spaces Gym ventilation Improve pool	High High High Low	2-3 mos. 2-3 yrs Done 8/07 1-3 years
2. Student Center open late at night for students to socialize/exercise.	Open building, offer food service	High	2-3 mos
3. Library needs facilities for snacks and beverages in evening hours.	Create facility for food & beverage	High	3-4 mos
4. University needs another 9 <sup>th</sup> floor auditorium.	Build new teaching space	High	5-10 yrs
5. Reevaluate Alumni Auditorium—new seating, better writing options, alternative flooring/fabric to allow food/beverages; improve heating/cooling consistency.	Decision to modify policy and seating in Auditorium Study problem of HVAC and correct	High High	1-2 yrs > 1 yr.
6. Provision for students to park in A lot during evening hours for safe access to Library. Explore alternate parking in the evening and on weekends.	Open lot to students	High	1-2 mos

7. Eliminate smoking on Adams Street.	Complete ban on smoking	High	4-6 mos
8. Inclusion of students in design of new/renovated space.	Add student representatives to design reviews	Medium	Fall 07
9. Conduct “How’d we do?” sessions to provide an annual report to students; and conduct “what if?” programs to provide for the continuous evaluation of space, assess student needs and identify improvements needed.	Organize and implement programs	Medium	Fall 07
10. Consider mixed-use facilities incorporated into Upstate campus (retail, restaurants, grocery store).	Consider in Master Plan	Medium	By 12/07

### **EXPECTED BENEFITS:**

**Improved learning and living spaces will provide a sense of community to students, faculty and staff. Shared living spaces that students want to use will increase cross college interactions among students. Focusing on improving the physical space on campus will improve the students’ quality of life. The student experience and their sense of affiliation with the campus should improve alumni donations and fundraising opportunities in the long-term. In addition, up-to-date and attractive facilities will aid in student recruitment.**

### **RESOURCES NECESSARY (e.g. FTE, funding, space):**

#### **Strategy 1:**

New Treadmills: 3 @ \$3,000 each - \$9,000

Reconfigure Spaces: Replacement by renovation and addition or constructing a new building. Major capital project = \$10 - \$20 M.

Gym ventilation: \$550,000

Improve Pool: \$1M +/-

#### **Strategy 2:**

Limited additional resources are required. Hours need to be negotiated with Morrison.

#### **Strategy 3:**

Up to \$50K for vending. A determination was previously made that “coffee shop” is not economically viable.

#### **Strategy 4:**

\$25M

#### **Strategy 5:**

Decision to modify policy regarding food and drink: No additional resources required.

Replace seating: \$250,000

Study problem of HVAC and make necessary adjustments: \$250,000

#### **Strategy 6:**

No additional resources required.

#### **Strategy 7:**

Required coordination with the city. \$10K for signage.

#### **Strategy 8:**

\$150,000 +/-

#### **Strategy 9:**

No additional resources required.

**Strategy 10:**

Staff time to organize the meetings. Minimal cost to prepare tools and disseminate—approximately \$2,000

**Strategy 11:**

No additional resources required for consideration in the Master Plan.

**EXISTING POLICY IMPACT (if applicable):**

**There is no impact on existing policy.**



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**RECOMMENDATION #2:** Transform our culture to treat students and residents as respected and valued customers.

**The Team ranked strategies in high, medium and low priority, not in order preference. Strategies are numbered to provide cross reference to the resources required.**

STRATEGIES	MEASURABLE OUTCOMES	PRIORITY	TIME FRAME
1. Increase institutional employee awareness of “students as customers”. Consider student customer service in hiring decisions, and include a “students as customers” component in new employee orientation. Request that a statement related to the educational mission of the University be included in all interviews and new employee publications. Dedicate an annual Management Forum to students, residents, and our educational programs.	Annual student satisfaction surveys will be used to assess student perceptions about their experiences at various levels within the organization.	High	1-2 years
2. Engaging excellence, is in part, about building a sense of community and eliminating the barriers to communication and interaction that currently exist in the organizational structure. The location of the College of Nursing makes it difficult for faculty and students to assimilate into a campus culture. There is a need to move the physical location of the College of Nursing to the main campus.	Increased student and faculty interaction, communication and satisfaction as measured by participation in campus activities and improved moral, and feedback from faculty and students.	High	5-7 years
3. Improve accountability of deans and chairs for achieving excellence in their educational programs.	Enhanced reputation of educational programs as evidenced by peer teaching evaluations and student evaluations of teaching.	High	1-2 years

4. Students are very concerned about safety and security. Review security staffing levels and increase the presence and visibility of security throughout the campus.	Increased sense of safety and security on campus. Discussions about student perceptions about campus security could be part of the President's Open Forums with the students. Crime rates and complaints should decrease.	High	1-2 years
5. Expand availability of childcare to faculty/staff/students of Upstate Medical University.	Increased access to affordable childcare. Lower absenteeism rates and higher productivity among employees.	High	1-5 years
6. Institutionalize/standardize across colleges, an annual process/procedure for soliciting student feedback. Pursue an organizational strategy for developing a process involving representatives from student affairs, all four colleges, and marketing. Several of the strategies within the Student Team recommendations require a systematic way of obtaining student feedback.	Dependable, reliable and comparable data about student opinion across all colleges.	Medium	1-3 years
7. Identify and provide a communication mechanism to inform students of daily campus activities. Provide scrolling messages on main web page of "What is Happening Today on Campus". Provide TV monitors with scrolling announcements in campus locations where students congregate (library, Setnor building lounge, CAB, 9 <sup>th</sup> floor cafeteria, etc.)	Improved communication as evidenced from student comments and possible feedback sessions, such as the President's open forum or focus groups.	Medium	1-2 years
8. Continue review of student health insurance plan and study accessibility to health care by students and residents. Request MSG's to participate in Empire Plan so that residents can see physicians at Upstate.	Student and resident satisfaction with health insurance plans. Improved health insurance plans enhance the overall benefits package for residents and provide a recruitment incentive for medical students.	Medium	1-2 years

#### **EXPECTED BENEFITS:**

**This goal complements Recommendation #1. Whereas, Recommendation #1 focuses on the facilities that are required to help build a sense of community for students, faculty and staff, this recommendation focuses on the "feeling" that students get from their interactions with the faculty and staff at Upstate Medical University. While students need comfortable and relaxing physical spaces, they also require a comfortable and supportive atmosphere. "Students as Customers" is a vision statement that reminds all of us of why we are here. Focusing on improving the "emotional" space on campus will improve the students' quality of life. The student experience and their sense of affiliation with the campus will establish long-term relationships and improve future alumni donations and fundraising opportunities "Students as Customers" can be used to guide recruitment and retention strategies across all four colleges.**

#### **RESOURCES NECESSARY (e.g. FTE, funding, space):**

**Strategy 1:** A student emphasis can be incorporated in existing programs. Current survey instruments can be amended to include questions regarding "students as customers".

**Strategy 2:** There are major resource requirements for this strategy; however, until an assessment can be conducted of how to best address this issue, specific resource requirements are difficult to identify.

**Strategy 3:** No additional resources are required to implement this strategy. A review of college promotion and tenure policies, union agreements, and consultation with faculty organization may be required to identify “evidence” of teaching quality.

**Strategy 4:** No additional resources are required, unless it is determined that an increase in staffing levels is necessary. Increased awareness of security measures can be achieved through enhanced campus communication regarding personal safety issues and awareness.

**Strategy 5:** Resource requirements may be significant depending on the decided course of action. A Task Force has been established to review this issue. An open forum with faculty, students and staff should be scheduled to update interested individuals on the outcome of the Task Force findings and recommendations.

**Strategy 6:** Staff time will be required to conduct an institutional needs assessment to identify possible tools that may facilitate standardized assessment measures across colleges. The cost of such a tool may fluctuate a great deal depending on the needs and applications decided upon. Currently, individual departments are implementing E-Value and an institutional commitment to the product is under consideration.

**Strategy 7:** No additional resources are required if the web page is the main communication tool for advertising campus activities. Staff time will need to be allocated for daily updates to the “message board.” Improved utilization of an enhanced Events calendar would also provide valuable information. Monitors could be installed at an approximate cost of \$5,000 - \$7,000 each.

**Strategy 8:** Staff time is required to conduct a critical analysis of the health insurance plans that are currently offered to students and residents; and, to routinely evaluation these plans to assess if they are the best plans for students and residents.

#### **EXISTING POLICY IMPACT (if applicable):**

**Strategy 1:** Adding the “students as customers” focus to job recruitment and hiring criteria may require a review of currently policy.

**Strategy 3:** Criteria for promotion and tenure decisions must be considered by the Faculty Governance Structure, UUP, and the appropriate administrative staff.

**Strategy 6:** A college-wide process for soliciting student feedback will need to be developed.



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**RECOMMENDATION #3:** Improve the effectiveness of our recruitment and admissions efforts across all colleges and programs by developing strategic enrollment management strategies that utilize enhanced technology and a data driven approach.

The Team ranked strategies in high, medium and low priority, not in order preference. Strategies are numbered to provide cross reference to the resources required.

STRATEGIES	MEASURABLE OUTCOMES	PRIORITY	TIME FRAME
1. Add an additional counselor to Student Admissions staff responsible for maintaining and updating the 38 Articulation Agreements for CHP and Nursing, paying yearly visits to the affiliated colleges, serving as the primary contact for faculty and students at each of these colleges, and establish more articulation agreements in and out of state.	<ul style="list-style-type: none"> <li>• Increase number of articulation agreements by 5% each year.</li> <li>• Increase number of school visits to each affiliated college (minimum once per year.)</li> <li>• Increase on campus faculty-to-faculty meetings by 10%</li> <li>• More student inquiries, goal: 15% increase in inquiries from target schools.</li> </ul>	High	1 year
2. Hire a marketing communications associate to implement many of the new initiatives and help to focus efforts that are in line with research driven marketing. This position would work closely with Student Admissions and duties would include: current student surveys and outreach; web updates; preceptor thank-you program; book award; Google promotion; and liaison to regional middle and high schools.	<ul style="list-style-type: none"> <li>• Successful implementation of strategic plan sub-goals.</li> </ul>	High	1 year

<p>3. Create an impressive state-of-the-art admissions suite of offices and reception area in a highly visible and easily accessible area of the University.</p>	<p>Creates an excellent first impression that reinforces the University's commitment to quality education, a productive living and learning environment, and focusing on "Students as Customers." Lays the foundation for relationship building. Should lead to an increased yield of applicants to acceptances.</p>	<p>High</p>	<p>3-5 years</p>
<p>4. Implement of a strategic enrollment management process including greater support for research-based student recruitment/marketing</p> <ul style="list-style-type: none"> <li>• In house: Support and collect student surveys: entering; mid-point and graduating; conduct exit interviews with dismissed or withdrawing students, provide Departmental and College SWOT analyses for marketing plans.</li> <li>• Purchased service: survey prospects who inquire but do not pursue past first or second contact.</li> </ul>	<ul style="list-style-type: none"> <li>• Materials developed for newly identified audiences.</li> <li>• <b>Measure web hits/inquiries for major outreach activities.</b></li> <li>• Set in-house survey participation goal of 20%.</li> <li>• Establishment of survey benchmarks to then use as basis for improvements/ actions.</li> <li>• Shared outcomes with faculty and creation of venue to address reasons students do not pursue education here.</li> </ul>	<p>High</p>	<p>1-3 years</p>
<p>5. Fund standard university promotions:</p> <ul style="list-style-type: none"> <li>• <b>Establish funds for billboards to publicize campus open houses.</b></li> <li>• Fund advertising in key transfer college markets.</li> <li>• Stronger tie-in with area nursing schools; perhaps stand-alone unit.</li> <li>• Community college mail lists (pursuing with SUNY Administration.)</li> <li>• Google promotion similar to SUNY Oswego effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in phone calls, web hits, and attendance at events. (Establish specific goals based on activity/ event.)</li> <li>• 10% rise in inquiries from target markets.</li> <li>• Establishment of the "Upstate brand" concurrent as it is developed by our University.</li> </ul>	<p>High</p>	<p>1-2 years</p>

<p>6. Create scholarships, signing bonuses, and incentives for incoming students and medical residents.</p> <ul style="list-style-type: none"> <li>• Fund outreach programs to recruit “superstar” students.</li> </ul>	<ul style="list-style-type: none"> <li>• High quality applicants say yes.</li> </ul>	<p>High</p>	<p>On-going</p>
<p>7. Develop a process for reporting all student, faculty, and staff accomplishments (research, awards, additional degrees earned, etc.) to the Office of Media Relations for publicity and publication.</p> <ul style="list-style-type: none"> <li>• Request Media Relations to publicize acknowledgement for student accomplishments (Dean’s list, honors) on a continuous basis.</li> <li>• Highlight faculty achievements in recruitment and in media.</li> <li>• Highlight alumni accomplishments (website/publications).</li> <li>• Congratulations letters from Deans.</li> </ul>	<ul style="list-style-type: none"> <li>• Press clips in home town papers.</li> <li>• Alumni satisfaction as expressed in increased gifts.</li> <li>• Increased visibility and prestige for the Upstate Medical University, both the university and the hospital.</li> <li>• Publications will serve two purposes: to acknowledge the efforts and accomplishments of the employees at Upstate helping to build morale; and, serve as recruitment materials.</li> </ul>	<p>High</p>	<p>1 year</p>
<p>8. Increase outreach to High School Students:</p> <ul style="list-style-type: none"> <li>• <b>Launch a book award for CNY high school juniors.</b></li> <li>• Sponsor essay contests for high school students on contemporary health/medical issues.</li> <li>• Revamp Mini Med to include a “high school only” component</li> <li>• Identify and consolidate reporting on all campus efforts aimed at HS and Middle School students.</li> <li>• Encourage PhD students and faculty to serve as science fair judges. Create SUNY Upstate award/letter to be sent to outstanding participants.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep names of all student attendees and participating schools in database. Match against future inquiries/applications.</li> <li>• Using this mechanism to publicize transfer articulations with our feeder may increase the enrollments in feeder programs, providing a basis for longer term enrollment projections.</li> <li>• Increased visibility and name recognition in the community.</li> </ul>	<p>Medium</p>	<p>On-going</p>

<p>9. Establish a fund-raising effort between the Foundation and the Deans of all colleges to identify and request donations for equipment.</p> <ul style="list-style-type: none"> <li>• Deans of each college to request annual or bi-annual equipment audit to identify and prioritize needs; keep up-to-date list on web.</li> </ul>	<ul style="list-style-type: none"> <li>• Up-to-date equipment being used by students.</li> <li>• Broken, outdated, in-need-of-service materials repaired/replaced (also see “facilities” report.)</li> <li>• Improved student satisfaction (per survey) and preserve credibility as leading edge educator.</li> </ul>	<p>Medium</p>	<p>1-2 years</p>
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**EXPECTED BENEFITS:** Increased number of applicants to meet growth goals as established by SUNY Upstate President and to respond to educational needs of the region. According to web conference materials distributed by Scannell and Kurz, Inc., “Enrollment management is a process, one that brings together often disparate functions having to do with recruiting, funding, tracking, retaining, and replacing students as they move toward, within, and away from our institutions.” Strategic enrollment management is identified as a process, “that begins with an understanding of external and internal trends, in order to anticipate and respond to changes in a manner that will create a sustainable market advantage.” These strategies will help move the institution in the direction of strategic enrollment management ensuring our competitiveness and making us a student destination of choice.

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

**Strategy 1:** Hiring an additional Admissions Counselor, State Funded, \$32,000 - \$35,000

**Strategy 2:** Hiring a marketing communications associate—Staff Associate SL-03, approximately \$35,000-\$40,000

**Strategy 3:** A location for the office needs to be identified. The location should be highly visible, easily accessible, and attractive. Resource requirements will depend on the type of space that is identified and the cost of renovations.

**Strategy 4:** Staff time to conduct and interpret data collection results. The cost of a subscription to a survey instrument has yet to be determined.

**Strategy 5:** The cost of funding for advertising and marketing is a moving target. One thing is fairly clear, the feeling of the Student Team is that the current budget allocation for these efforts is not nearly enough. Further consultation with Admissions and Marketing representatives in the development of integrated marketing strategies should help identify budgetary needs compatible with specific goals.

**Strategy 6:** Resource requirements are dependent on resources available. Fund raising activities should be focused on expanding scholarships and other investments that will net highly qualified applicants. This Recommendation should be used to initiate a goal setting exercise that will establish timelines and targets for expanding financial incentives for students and residents.

**Strategy 7:** Staff time to serve on an advisory committee that would develop and implement a mechanism/process for information sharing.

**Strategy 8:** Current admissions staff (and perhaps students from each school) time allocated to the outlined activities. Travel expenses for travel to local high schools and events.

**Strategy 9:** Staff time to work with the Foundation office to enhance current outreach activities and to develop new relationships. Faculty time to develop a strategic approach to attracting major gifts at the college level. Could be a cost saving measure.

**EXISTING POLICY IMPACT (if applicable):**

While there is no impact on existing policy, a number of these strategies are process improvements.



## EXECUTIVE COUNCIL RESPONSE

**TEAM:** Student President Select Task Team

**CHAIR:** Drs. Cleary and Stearns

**EC SPONSOR:** Dr. Elvira Szigeti

**RECOMMENDATION NO #4:** Enhance the information and simulation technology infrastructure to support recruitment, admissions, communication, teaching and learning.

*Strategy #4: Enhance Banner, ISIS, Oracle to make them more user friendly. (ex improved printing and correspondence). Consider outsourcing programming requirements to increase speed of implementation and efficiency.*

**Date:** Responses due to EC Sponsor by September 21, 2007.

**FORM COMPLETED BY:** Nicole Morgante

**Additional staff assigned:** Ruedi Leinhard; Jim Vossler

**RESPONSE STRATEGY:** This recommendation indicates a need to enhance the reporting functionality of the Integrated Student Information Systems. As a delivered database, the software had limited to no reporting functionality. All data retrieval has required programming effort. Within the last year IMT started to transition from using BRIO as the distribution mechanism for user run reports to provide the functionality within self-service. Further, IMT is in the process of identifying enterprise level business intelligence and report distribution software.

The objective of making Banner more user-friendly can be met with a judicious combination of short and long-term action. In the short term this can be accomplished by rejuvenating the Banner governance and authorizing the programming resource recommended in the strategy

statement. Further, we recommend that the re-constituted Banner Steering committee (comprised of representatives from across the colleges) develop a longer term plan based on a detailed analysis of the institutional data needs. The charge of this committee should be to focus appropriate resources at different levels to insure a good return on investment. This would necessitate reviewing various approaches, such as investing in sophisticated software required for more dynamic reporting, outsourcing of report writing, and other creative ways to maximize existing resources. This will ensure that the institutional goal to make the Student BANNER data base system more user friendly is achieved in a cost effective way.

We recommend:

1. Re-constituting the Banner Steering Committee with a broader representation to provide institutional direction and balance the available resources.

This committee should consist of the deans of the colleges, the dean of Student Affairs, the CIO, a student representative, the Banner project manager, and representation from the Academic Information Systems (IMT – AIS) support group.

- a. The committee should meet at least twice yearly to create and review the institutional focus and priorities for Banner enhancement. (Among other issues this group needs to balance priorities between enhancing web and back office functionality)
- b. The committee should assist in the priority setting. To do so there should be an on-going process to identify and update the information needs of senior administrators, accrediting bodies, faculty, students and the community by:
  - i. Surveying these groups for their additional reporting needs.
  - ii. Surveying sister institutions for their strategies relating to data and reporting needs
- c. The committee should review data dissemination policies and procedures in Student Affairs offices to determine if existing reports and data could and should be given to campus users.
- d. The committee should prioritize a review of steps needed to ensure sufficient training and education of Student Affairs and end users in the use of available tools and data
- e. The committee should be charged with reviewing appropriate options (or engaging a study group to evaluate options) for the best long term database

enhancements. Some suggestions of options to review could be but are not limited to:

- i. Investing in software that creates the technological foundation for user friendly interaction with Banner. This could include:
    1. Products to simplify the creation of a Banner data warehouse by either integrating this function into the warehouse technology used for patient and business data, or acquiring a product available from the Banner vendor.
    2. Enhanced reporting by writing common reports needed by multiple colleges and departments
    3. Enhanced Web interface
  - ii. Enhancing training to users at all levels to generate and enhance their own-reports from the existing tools
  - iii. Mechanisms by which to provide support to all student data user departments to refine their business processes to maximize productivity by
    - a. Utilizing available reporting tools (e.g. to generate more personalized correspondence, etc.)
    - b. Incorporating new technologies into communications with faculty, students, recruits, etc.
  - f. The Committee should review resource allocations as to the most effective use of additional funding to ensure that resources are being allocated to making long term investments in a successful business environment
2. Continue the current short-term process of making Banner more user friendly.
- a. Dedicate immediately an additional programming position to:
    - i. Transition existing reports into the web based interface in Self-Service.
    - ii. Advise and assist users how to best utilize the data now available.
    - iii. After completing this project this individual will be more productive - because of familiarity with the data and the database structure - in supporting the long term process (see below)
  - b. Create a detail schedule and plan to implement the priorities (set as part of recommendation 1. b) using the available resources (depending on 2. a. above)
  - c. Refine Student Affairs and Student Account policies and procedures for data accuracy, collection and dissemination.

**TIME FRAME:** The reconstitution of the Banner Steering Committee should begin immediately. Steering committee review of campus priorities regarding Banner user-friendly initiatives should begin immediately following appointments to the committee. Once a timeline has been endorsed by the Steering Committee, it should be submitted to the Engaging Excellence Committee for implementation approval.

**RESOURCES:** Two categories of resources are required to successfully meet the short and long term recommendations. The reconstituted Steering Committee should have its members officially appointed by the President and should consist of the deans of the colleges, the dean of Student Affairs, the CIO, a student representative, the Banner project manager, and representation from the Academic Information Systems (IMT – AIS) support group. Secondly, funding needs to be provided for programming resources. Additional resources may be required for software investment as well as for additional end user training.

**REPORTING MECHANISMS:** Prior to submission to the Engaging Excellence Committee, the report of the Steering committee will be submitted to the following for comment: Senior VP of Finance and Management, Chief Information Officer, Associate VP for Human Resources, and Dean of Student Affairs. Their comments will be appended to the final report.

**PERFORMANCE MEASURES:** Campus Surveys of reporting needs and desired deployment.

**FINANCIAL ANALYSIS ASSIGNED:** The report of the Steering Committee should include salary requirements for additional Programmer and possible staff resource allocations. Further budget considerations may need to be given for software and hardware purchases and training/support positions.

**DATE of EC Approval:**

**NEXT STEPS:**



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<b>RECOMMENDATION # 4:</b> Enhance the information and simulation technology infrastructure to support recruitment, admissions, communication, teaching and learning.			
<p>The Team ranked strategies in high, medium and low priority, not in order preference. Strategies are numbered to provide cross reference to the resources required.</p>			
STRATEGIES	MEASURABLE OUTCOMES	PRIORITY	TIME FRAME
1. Substantially expand IT resources for web development and set up working groups to identify and develop high quality, integrated web pages for the entire educational enterprise (web designers and webmasters with expertise in a content management system).	Impact is difficult to measure. Improved web interfaces should improve marketing and promotion, save in printing costs, and facilitate instant communication in the recruitment of students across colleges.	High	1-2 years
2. Continue to improve wireless access in Weiskotten Hall and across campus. Improved wireless access to web-based services is important to many students and faculty. Research faculty and students need to have improved wireless access to networks and file servers.	The faculty team is also examining this issue and a recommendation about how to address this problem should be coming from that group.	High	1–2 years
3. Improve capabilities in course management software and provide adequate support to faculty in using it. (Faculty Development/Technology is addressed in recommendation #5).	Increased faculty utilization of course management technology.	High	1 Year

4. Enhance Banner, ISIS, Oracle to make them more user friendly. (For example, the current system does not allow for printing high quality, professional looking correspondence). Consider outsourcing programming requirements to increase speed of implementation and efficiency.	Improved efficiency of record retrieval; improved quality and appearance of system generated correspondence; increased adaptability for report generation.	High	1-2 Years
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**EXPECTED BENEFITS:**

**In any organization, continuous improvement of information technology is a requirement for successful business strategy. The need for advanced technology is crucial in a state-of-the-art teaching and learning environment. The Millennials have been brought up on technology. They are technologically savvy and are interested in the most up-to-date technology. In order to communicate effectively with them, our recruitment and retention strategies must utilize current technological advances.**

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

**Strategy 1:** Staff time allocated to focus on the security issues involved with expanding wireless capabilities.  
**Strategy 2:** Staff time to serve on working groups. Initially, an additional 1-2 web developers/designers would be required. Hiring title would be Lead Programmer Analyst-SL3 (campus title, something like Academic Web Development Support Specialist) Salary mid-high 30s.  
**Strategy 3:** Implementation of the Angel learning management system will update technical capabilities. Mechanisms are in place to expand faculty development initiatives.  
**Strategy 4:** Hire staff with expertise in programming and adapting system languages to institutional needs--Lead Programmer Analyst SL 3 (salary mid-high 30s)

**EXISTING POLICY IMPACT (if applicable):**

**None**



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<b>RECOMMENDATION #5:</b> Expand educational methodologies to meet the needs of diverse learners and teachers across the spectrum of health professions and the continuum of developmental stages.			
<p><b>The Team ranked strategies in high, medium and low priority, not in order preference. Strategies are numbered to provide cross reference to the resources required.</b></p>			
STRATEGIES	MEASURABLE OUTCOMES	PRIORITY	TIME FRAME
<p>1. Develop online, web-based courses (synchronous or asynchronous), which would support many initiatives (e.g., online curricula in ACGME competencies for all programs, courses for part-time and off-campus students, delivery of curriculum to distributed sites and campuses or in the event of a pandemic, students wishing to take concurrent courses, etc.). Develop a teaching/learning technology center (this is also identified in the faculty team work) to assist faculty in developing those curricula. This is especially important since many faculty do not have the technical skills or comfort level to develop online courses without assistance.</p>	<p>Increase enrollment without increasing physical space on campus. Increase opportunities to expand delivery of programs to outlying geographic areas without a large investment in infrastructure or travel budgets. Development of programs that can be offered all, or in part, through the use of technology. Improved campus preparedness for the delivery of education in the event of a pandemic or natural disaster.</p>	High	1-3 years
<p>2. Charge a Task Force on Simulation to develop short and long term goals for a simulation training program to serve all interested colleges, and residency and fellowship training programs. Collaborate with the hospital and clinical departments to provide in-service training to health care professionals in simulation centers.</p>	<p>Improved medical training to staff, faculty, and students. Expanded simulation training to colleges and to students who may have limited access to this experience. Use simulation to enhance other educational experiences, such as web-based instruction, clinical experience and lab settings, and encounters with Standardized Patients.</p>	High	1 year

<p>3. Establish a Center for Informatics. Informatics includes the science of information, the practice of information processing, and the engineering of information systems. Informatics studies the structure, behavior, and interactions of natural and artificial systems that store, process and communicate information. It also develops its own conceptual and theoretical foundations. Since computers--individuals and organizations all process information,--informatics has computational, cognitive and social aspects, including study of the social impact of information technologies. Informatics is becoming increasingly important in the health care setting. The Center would be the equivalent of an academic department that would serve all four colleges and residents with shared courses. This Center would:</p> <ul style="list-style-type: none"> <li>• Initiate a Masters in Health Informatics degree.</li> <li>• Sponsor faculty development in collaboration with Educational Communications</li> <li>• Sponsor a Teaching/Learning center for faculty/staff</li> <li>• Sponsor campus-wide staff education in collaboration with Organizational Training and Development Office.</li> </ul>	<p>An informatics program focused on health care informatics would expand our Admission pool to graduates from technical fields such as computer science and engineering. Informatics would also be an excellent minor for students who enjoy technology and want to incorporate their medical training with technological advancements. A core set of Informatics courses could be created, and elective courses could support particular disciplines such as nursing. There are also disciplines such as medical informatics, bioinformatics and forensic informatics. The Center for Informatics would join two major areas of focus in medical education: medicine and technology.</p>	<p>High</p>	<p>3 – 7 years</p>
<p>4. Enhance the quality of online video streaming of lectures and provide concurrent display of Powerpoint slides.</p>	<p>Greater student satisfaction with the delivery of education. Increased flexibility in student and faculty schedules. Questions regarding the delivery of education would be incorporated into course evaluations.</p>	<p>Medium</p>	<p>2-5 years</p>
<p>5. Install audience response systems for large auditoria and portable systems for small group teaching rooms.</p>	<p>Improved effectiveness and efficiency in teaching both large lectures and small groups as evidenced by student and faculty surveys and course evaluations.</p>	<p>Medium</p>	<p>2-5 Years</p>

**EXPECTED BENEFITS:**

**Expanding educational methodologies will provide a mechanism for increasing enrollments and developing new academic programs with a limited investment in additional facilities. The use of distance learning methodologies, as well as video conferencing, synchronous and asynchronous tools, and simulation experiences will allow us to expand our geographic boundaries. The use of these technological advances also provides important flexibility to faculty and student schedules. This may allow us to increase enrollments in many professional programs since students will no longer be limited to certain windows of time to attend classes.**

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

**Strategy 1:** Utilize current expertise in the Educational Communications Department. Utilize the Angel course management program and training offered through SUNY to prepare faculty members for teaching on-line courses. Cost of incentives for faculty, i.e. release time, etc., to prepare online

courses.

**Strategy 2:** Staff time to participate on a Task Force on Simulation. Substantial funding will be required to expand the use of simulation training across colleges. The Task Force on Simulation will make policy and budget recommendations regarding the increased utilization of simulation training.

**Strategy 3:** A full-time faculty member with expertise in computer science to teach course courses in informatics, or a combination of adjunct faculty members from nearby colleges. Costs could be contained by developing a joint program with a college that already has a program in informatics. Faculty could be shared, or courses could be taught through distance learning.

**Strategy 4:** Equipping the three main large lecture halls (9295, Alumni Auditorium, and 2231 WSK) to become “media rich” environments will cost less than \$50,000 (cost of technology and associated media space). Extending recording capability to other classrooms would cost approximately \$20,000 per room.

**Strategy 5:** Equipping the three large lecture halls (9295, Alumni Auditorium, 2231) to use an audience response system. Hardware and software will be less than \$20,000 per lecture hall. Smaller classrooms would cost approximately \$7,000 per room. Number of rooms will need to be identified.

**In addition to the resource needs identified above, the deployment of either the “media rich” environment or the audience response technology will require an increase in staff to support these technologies. Minimally, a .5 FTE would be needed to support the equipment and assist the faculty. Deployment on a very wide scale would increase this to a full-time position.**

**EXISTING POLICY IMPACT (if applicable):**

None



## PRESIDENTIAL SELECT TASK TEAM FINAL RECOMMENDATIONS

<b>TEAM:</b>	<b>Student President Select Task Team</b>
<b>TEAM CHAIR:</b>	<b>Dr. Lynn Cleary, Sr. Associate Dean for Education</b>
<b>TEAM VICE CHAIR:</b>	<b>Dr. Susan Stearns, Associate Professor of Cell &amp; Developmental Biology</b>

**RECOMMENDATION #6:** Implement an institution-wide method to measure excellence in all education programs, using it in a continuous quality improvement process.

The Team ranked strategies in high, medium and low priority, not in order preference. Strategies are numbered to provide cross reference to the resources required.

STRATEGIES	MEASURABLE OUTCOMES	PRIORITY	TIME FRAME
1. Through a coordinated organizational structure and institutional research office, establish a set of benchmarks to measure educational excellence. Track these annually and identify and address areas requiring improvement.	An annual review of the progress made on benchmarks will indicate progress toward desired outcomes. A continuous quality improvement process will provide an opportunity for regular review and modification.	High	1-2 Years
2. Critically evaluate the quality of career advising across colleges and across graduate medical education programs using a core set of outcome measures (learner satisfaction, satisfaction of graduates, % of graduates place in careers, quality of placements, etc.). Use this evaluation to identify mechanisms to enhance those programs requiring improvement, and measure improvement by conducting a follow-up evaluation based on the same criteria.	Improved learner satisfaction, improved satisfaction of graduates, increased numbers and quality of career placements. These improvements should lead to enhanced institutional reputation, which could be measured by surveying applicants during the admissions process. An evaluation process should be implemented on an annual basis to measure student satisfaction with advising, and to measure faculty perspectives about the impact of advising.	High	1-2 years

3. Improve career advising in the third year of medical school by implementing an improved clinical faculty advisory system. Build on the student relationship with their Advisory Dean that is established in the first two years, and utilize the expertise of the Advisory Deans in the areas of advising and counseling.	Use the graduation questionnaire to evaluate the quality of advising over the four-year medical school experience. Evaluate the impact of advisement interventions and academic performance within the clerkships through continued discussions with the clerkship directors.	High	1-3 years
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**EXPECTED BENEFITS:**

Providing high quality academic and career advising helps students grow intellectually and personally and facilitates students' academic transition into professional life. Well designed advising programs offer proactive communication and programs and services that engage students and foster academic connections with the diverse community of scholars. Quality advising programs can enhance student retention and our institutional reputation. Career advising can help direct students into fields or industries that complement their strengths. Successful graduates and excellent placement opportunities serve as excellent recruiting tools. Continuous quality improvement is imperative to remaining competitive in the educational marketplace.

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

**Strategy 1:** Staff time will be required to implement a continuous quality improvement process; however, continuous improvement should streamline initiatives and increase efficiency and productivity.

**Strategy 2:** Staff time required to conduct an evaluation of career advising across colleges, and to implement recommended improvements or efficiencies. Consider providing credit under MBM for advising activities. Consider developing some type of institutional recognition for quality advising.

**Strategy 3:** Faculty incentives for participation in career advising and faculty development sessions focused on improving advising skills. Consider providing credit under MBM for advising activities. Consider providing institutional recognition for quality advising.

**EXISTING POLICY IMPACT (if applicable):**



## PRESIDENTIAL SELECT TASK TEAM FINAL RECOMMENDATIONS

<b>TEAM:</b>	<b>Student President Select Task Team</b>
<b>TEAM CHAIR:</b>	<b>Dr. Lynn Cleary, Sr. Associate Dean for Education</b>
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**RECOMMENDATION 7:** Establish an organizational structure to coordinate university-wide educational programs.

The Team ranked strategies in high, medium and low priority, not in order preference. Strategies are numbered to provide cross reference to the resources required.

STRATEGIES	MEASURABLE OUTCOMES	PRIORITY	TIME FRAME
1. Create a Program Review & Planning group, comprised of faculty, administrators, and the representatives from appropriate governance committees from across the four colleges that would review new program ideas and proposals from across the four colleges. The group will help a College that is interested in developing a new program with academic and resource planning, program assessment, and provide appropriate consultation. The committee will evaluate how a proposed program reinforces and strengthens the mission of Upstate Medical University. Considerations will include market need and standards of academic quality.	This committee will help in the strategic planning of academic programs. The committee will provide a central location for communication about new academic programs, and will eliminate redundancy and duplication of courses across disciplines. The committee will also evaluate and make recommendations to the Dean and President regarding allocation of resources for newly developed programs.	High	1-3 years

<p>2. Establish a central office for Institutional Academic Research. This office would have broad responsibility for data collection and dissemination within the University. This office could serve many areas: educational programs, marketing, accreditation, registrar, space resource utilization, etc. The office would serve as a clearinghouse for various surveys and requests for information. It would also serve as the main data support and repository for information that is required by various accrediting agencies, i.e. Middle States, LCME, ACGME, etc. The office would also perform special analytical studies at the request of the President and other University offices concerning new academic planning and policy initiatives. It would track and report on the outcomes of ongoing initiatives.</p>	<p>Provide institutional data and factual information to inform strategic planning initiatives, to prevent duplication of effort across departments, and to serve as a ready resource for institutional data required for accreditation agencies.</p>	<p>High</p>	<p>1-3 years</p>
<p>3. Create a Global Health and Community Outreach Office. The office would support faculty and student programs, initiatives and opportunities to facilitate basic science and clinical research, as well as hands-on experience, in delivering medical care to underserved populations around the world, as well as communities in our “own backyard.” This office would serve as a valuable resource and work closely with individuals in the new Master of Public Health program. This office could also coordinate student volunteer activities.</p>	<p>A central location that serves as a clearinghouse for organization, information and publicity about global health initiatives and local community health services. This office would provide visibility to activities that are already taking place on an ad hoc basis, and would serve as a resource point for faculty and students who seek these types of opportunities.</p>	<p>High</p>	<p>1-3 years</p>
<p>4. The creation of an Upstate Academy of Medical Educators. The mission of the Academy would be to promote excellence in medical education by recognizing excellence in teaching, by establishing high standards for medical educators, and by supporting their professional development, advancement, and satisfaction.</p>	<p>Work of the Academy will contribute to a national reputation for excellence in medical education. Development of the academy will be a source of pride to members of the Upstate community, and a source of deep professional satisfaction for educators at Upstate.</p>	<p>High</p>	<p>2-5 years</p>

<p>5. Create an of Community Preceptorships for the College of Health Professions, College of Medicine, and College of Nursing. This office would assist in the recruitment and retention of preceptors across all four of the colleges, help the colleges track and solicit feedback from the students who are working with community health care providers.</p> <ul style="list-style-type: none"> <li>• Create and maintain a thank-you program for College of Health Professions and College of Nursing preceptors who host students at their sites. Yearly gift and letter from President, Dean, Department Chair. Require (strongly request) student thank you notes to supervisors on their clinical sites.</li> <li>• For the College of Medicine, establish a once-yearly thank you letter to all clinical volunteer faculty co-signed by President and Dean. Perhaps organize an event or function to publicly recognize their contributions to Upstate Medical University, or identify some kind of gift program based on years of service.</li> <li>• For the College of Graduate Studies, poll chairs to identify supporters of our programs and students outside our university, develop appropriate thank you.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of students who complete part of their clinical education outside of the University, outside of Syracuse and in rural settings.</li> <li>• Maintain and/or increase clinical opportunities for students. Goal: 100% practice sites for students.</li> <li>• <b>Retain preceptors (begin benchmark tracking of attrition).</b></li> <li>• Provide a means of recognition for voluntary faculty who do not receive any other recognition or compensation from the University for their efforts.</li> </ul>	<p>Medium</p>	<p>2- 5 years</p>
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**EXPECTED BENEFITS:**

Enhancements to the organizational structure provide the basis for improved strategic planning, enhanced cooperation and communication across all of the academic functions within the University, and centralized areas of responsibility for several important initiatives that are currently taking place on an ad hoc and informal basis. Coordination and consolidation of functions and services eliminates redundancies and duplication of effort, facilitates communications, improves efficiencies, and boosts productivity.

**RESOURCES NECESSARY (e.g. FTE, funding, space):**

**Strategy 1:** Utilize current staff to participate on the committee.

**Strategy 2:** Office Space (including substantial space to store reports, surveys and other data); 1 full-time staff person at Director of Institutional Research MP-5, \$40,000 - \$50,000 or a Staff Associate SL—salary range similar.

**Strategy 3:** A staff administrator designated 50-60% time to organize and initiate the office at a cost of approximately \$40,000-\$45,000; perhaps becoming full-time as the office progresses. A full-time support staff person to field inquiries and to initiate data collection, and to be the point of contact when the administrator is not available: Administrative Assistant I, \$25,000.

**Strategy 4:** Additional resources would be required, but the level of support is flexible. Ideally, funding would be obtained to support such activities as: Faculty Development Seminars and Annual Teaching Day (currently funded at \$7,500 per year); Faculty attendance at professional development conferences (currently funded by individual departments as funding permits); Medical Education Grand Rounds (open to faculty from all colleges) currently sponsored by the Department of Medicine; faculty sabbatical leaves; a Teaching Scholars Program (open to faculty from all colleges); an award/recognition program; and Curriculum Innovations grants (currently funded at \$10,000).

**Strategy 5:** The functions of this office are different from the Global Health Office. One is clinically focused on underserved populations both nationally and internationally. This office fills an academic support function. The office would require one full-time academically qualified staff person at a mid-director level, with a salary of \$40,000 - \$45,000. Or, a staff administrator designated at 40-50% time or oversee the operations of the office and a part-time support staff person, perhaps at 50% time initially, may be required to manage this the information. The starting salary for a full-time staff person at the level of RF Administrative Assistant I is about \$22,000—a 50% time Administrative Assistant I salary would be \$11,000. The cost of gifts (to be identified by appropriate Dean or office), or cost of an event to acknowledge volunteer faculty and preceptor contributions. The cost of the event would depend on how widely the program is implemented—could cost on average of around \$5,000.

**EXISTING POLICY IMPACT (if applicable):**



## PRESIDENTIAL SELECT TASK TEAM FINAL RECOMMENDATIONS

<b>TEAM:</b>	<b>Student President Select Task Team</b>
<b>TEAM CHAIR:</b>	<b>Dr. Lynn Cleary, Sr. Associate Dean for Education</b>
<b>TEAM VICE CHAIR:</b>	<b>Dr. Susan Stearns, Associate Professor of Cell &amp; Developmental Biology</b>

**RECOMMENDATION #8:** Enhance partnerships between and among colleges, and between the University and the CNY community.

The Team ranked strategies in high, medium and low priority, not in order preference. Strategies are numbered to provide cross reference to the resources required.

STRATEGIES	MEASURABLE OUTCOMES	PRIORITY	TIME FRAME
1. Create a course to begin at orientation involving students in all colleges in small integrated groups, i.e. dinner with an “Upstater”; students would meet in same group at 3 additional events throughout the year; events could be community service, social, educational, etc.	Current survey instruments can be utilized to assess student satisfaction with progress in developing cross-college relationships that should enhance their understanding of and appreciation for one another.	High	1-2 years
2. Develop a mechanism for incorporating the teaching of ethics into the curriculum for all disciplines in a way that would integrate student learning across the four colleges.	Incorporate consideration of ethical issues into grading assessments for individual courses. Develop a course/program that is open to students in all four colleges to participate in exercises requiring ethical assessment and action.	High	1-2 years
3. Identify cross discipline/college electives that include in each college’s course selection book.	Students will develop cross-college relationships and social networks based on common interests.	High	1-2 year
4. Expand tutoring program and publicize the program for students in all colleges. Develop a program in English as a second language in tutoring efforts.	Decrease in the number of course failures and dismissals. Decrease in number of non-native English speaking students with academic difficulties.	High	2-3 years
5. Start collaboration efforts at orientation: i.e. combined white coat ceremony for COM/CHP students; dinner with an “Upstater,” which could include MD, PhD, administrator, staff; poll students before they arrive to choose an activity	Students will begin developing cross-college relationships that should enhance their understanding of and appreciation for one another. Will lead to increased student satisfaction with	High	2-3 years.

based on personal interests and coordinate such activities. Increase dormitory activities/social events.	campus life. Success of the program will be measured through student evaluations.		
6. Increase communication with the Binghamton Campus. Specific suggestions include: establish separate Advisory Dean groups for Binghamton students at beginning of year 1; assign a Chaplain to Binghamton campus.	Increased student satisfaction among the Binghamton students as evidenced through student evaluations. An enhanced Binghamton experience will increase interest in the program, and lead to a better experience for the students which in the long term may also pay off in alumni donations.	High	1-3 years
7. Expand campus activities that involve local community events; provide transportation.	Improved relationships and name recognition within the community. Help students to begin to build community relationships, perhaps resulting in easier recruitment of preceptors and voluntary faculty.	Low	1-3 years

#### EXPECTED BENEFITS:

**One of the main objectives of the Engaging Excellence process is to break down the “silo” mentality in the operation of Upstate Medical University. The effort is about building collaboration and communication across colleges, and to get people to think differently about their work, about who they work with, and how they accomplish their work. We are doing exciting work and we are “building a community.” That is what Recommendation #8 is all about!**

#### RESOURCES NECESSARY (e.g. FTE, funding, space):

**Strategy 1:** Staff time is required.

**Strategy 2:** A faculty development session on the importance of ethics across the curriculum as well as suggested mechanisms for incorporating ethics topics into existing course structures. Development of an “ethics experience” may require a shift in faculty resources.

**Strategy 3:** Staff time is required.

**Strategy 4:** Faculty and staff time to investigate the possibility of developing and implementing a university-wide tutoring and educational support program. Could be incorporated into the current advisement process. Contract with faculty at other institutions or local agencies for ESL instruction. Hiring an adjunct faculty member to offer an ESL course would cost approximately \$3,000-\$4,000. Contracting for services on an individual or elective basis may require additional funding.

**Strategy 5:** Staff time to organize the event and the cost of sponsoring a social event which could range from \$1,000 - \$3,000 depending on the type of event.

**Strategy 6:** No resources required to increase awareness of the need for continued support and building relationships with the Binghamton campus.

**Strategy 7:** Transportation costs may include contracting with a bus service or some other transportation company.

#### EXISTING POLICY IMPACT (if applicable):

**None**

