

## Ithaca College INSTITUTIONAL PLANNING UPDATE - Fall 2006

*Please note, this is a cumulative list of selected highlights since the adoption of the institutional Plan (spring 2001). Recent highlights since the last update, including the beginning of the fall 2006 semester, are noted in **bold**.*

### ACADEMIC PROGRAM DEVELOPMENT

- Created Division of Interdisciplinary and International Studies
- Developed and approved new academic programs in Culture and Communication, Legal Studies, and Integrated Marketing Communications
- Continued faculty workload project (22 of 38 departments/units have participated to date)
- Implemented an assessment and planning process for academic programs
- Created All-College Honors and First Year Seminar Task Forces
- Launched summer reading initiative for all first year students (summer 2003)
- Established task force to study the core experience
- Assessment and review of the organization and operations of the Division of Graduate Studies is underway
- Developed and submitted for review minors in Native American Studies, African New World Studies, Asian American Studies, and Latino Studies, as well as major in American Multicultural Studies, MBA in Professional Accountancy, and Doctor of Physical Therapy approved
- Initiated discussion on incorporating sustainability approach into curriculum
- Developed Humanities and Science's strategic plan, with particular attention to revisions in general education, capstone, and "literacies"
- Approved and or proposed interdisciplinary programs in Jewish Studies, Latin American Studies, German Cultural Studies, Italian Cultural Studies, and Environmental Sciences
- Developed ongoing and focused series of lectures on "Engaging Democracy" and collaborated with the Division of Student Affairs and Campus Life on voter registration and education programs
- **Earned accreditation of the School of Business by the Association to Advance Collegiate Schools of Business (AACSB) (spring 2005)**
- **Established First Year Experience Coordinating Committee to enrich the student learning environment for first year students and promote better collaboration between academic and student affairs (fall 2005)**
- **Piloted the Ithaca Seminar program (fall 2005)**
- **Developed recommendations and a comprehensive implementation plan for the Core Experience program (final report submitted spring 2006)**
- **Revised and implemented new student orientation program (summer 2006)**
- **Proposed all-college honors program with implementation expected in fall 2007**
- **Restructured and expanded Graduate Studies, including new programs in Doctor of Physical Therapy, Professional Accountancy track in Master of Business Administration, Master of Science in Physical Education, Master of**

**Science in Health Education, Master of Science in Sport Management, Master of Arts in Teaching (pending final approval) and Pre-MBA Summer Program, nearly doubling graduate student enrollment**

- **Created new office for distance learning and certificate and professional programs, housed in Graduate Studies**
- **Developed new interdisciplinary programs in Classical Studies, Environmental Sciences, German Cultural Studies, Integrated Marketing Communications, Italian Cultural Studies, Jewish Studies, Latin American Studies, and Native American Studies**
- **Integrated learning about sustainability into over 100 courses across the College, including biology, business administration, health policy studies, history, philosophy, physics, recreation management, and writing**
- **Pilot of IC Residential Seminar Program (fall 2005)**

## **DIVERSITY**

- Founded MLK Scholars program with inaugural class in fall 2002
- Established Center for the Study of Culture, Race, and Ethnicity (CSCRE)
- Began the LGBT center with dedicated space; Coordinator position upgraded to fulltime
- Developed new search and selection guidelines for filling faculty and staff positions
- Increased diversity programming and events
- Joined Northeast Consortium on Faculty Diversity
- Expanded program opportunities and initiatives with the Frederick Douglass Academy in Harlem
- Increased curricular and faculty development opportunities at department and school levels
- Conducted several focused discussions at meetings of the Administrative Assembly
- Developed and charged Presidential task force to study progress of diversity efforts (recommendations due fall 2004)
- Increased culture competency training sessions
- Increased number of faculty of color on tenure lines and staff of color realized
- Hosted faculty and staff ALANA luncheon and other events
- Conducted "pilot" campus climate survey on diversity
- Instituted "theme months" sponsored by OMA and college-wide diversity programming committees to ensure campus wide collaborative programming, resulting in a single campus calendar that advertises programming and activities
- Began the Empowerment Church at Muller Chapel to provide cultural diversity workshop opportunities for students, faculty and staff
- Established Practical Education in Student Affairs (PESA), an academic yearlong program for ALANA Resident Assistants. The purpose of the program is to introduce ALANA students to the field of Student Affairs and to increase their knowledge base and interest in a professional career in college administration.

- Implemented online applicant tracking system which has increased (from 45% to 85%) biographical data collection on applicants
- Created a chapter of the National Coalition Building Institute (NCBI) to provide workshops on eliminating prejudice and intergroup conflict
- Implemented faculty workshop series on diversity and multiculturalism by CSCRE
- *Journal of Ethnic Studies* editorial offices brought to IC
- Launched Minority Business Students Association
- Initiated Ithaca Achievers Program
- Began effort to strengthen academic advising as way to increase student retention
- Training offered (Environmental Access Initiative) by Office of Affirmative Action regarding disability awareness
- **Continued collaboration with greater Ithaca area employers in the Tompkins County Diversity Consortium resulted in the coordination of the first annual Community Diversity Roundtable in June 2006. Nearly 300 individuals throughout the county participated in a series of programs designed to identify activities to develop Tompkins County into a community more attractive to and welcoming of people from diverse backgrounds**
- **Co-sponsored and hosted annual SisterFriends event (spring 2006). This event attracts a very diverse group of women, particularly women of color, from IC and the Ithaca community.**
- **Implemented diversity workshop for all incoming students (fall 2005)**
- **Conducted well-received diversity presentation at all-college staff meeting (January 2006)**
- **Implemented new recruitment advertising program in spring 2005 to reduce overall costs, assist departments with budgeting for recruitment needs, and to encourage greater involvement in networking/outreach by departments to enhance the diversity and quality of applicant pools.**
- **Established the regular publication of the diversity course list, a resource for students to identify courses that have as a primary focus of fostering greater understanding of the diversity of cultures in the United States and/or the world, and providing knowledge and critical understanding of these cultures.**
- **Completed Diversity Task Force Report (spring 2005)**
- **Launched new web site for Diversity at Ithaca College (spring 2006)**
- **Created Presidential Advisory Committee on Diversity (spring 2006)**
- **Graduated first class of MLK Jr. Scholars (2006)**
- **Enrolled (fall 2006) highest percentage (11.7%) and highest number (178) of fulltime freshmen who are U.S. students of color versus last year's 10.4% and 175**

<b>ENROLLMENT</b>
-------------------

- Met enrollment goals/targets established in October 2000, with planned modest growth in the Schools of Business and Humanities & Sciences
- Increased academic quality profile of new students

- Increased retention of students
- Established Web marketing team yielding increased use of the Web in Admissions, specifically "*My Ithaca*" (Interactive and personalize web based recruitment for respective students)
- Increased one-on-one work with specific departments/faculty in recruitment efforts
- Launched MLK Scholars program (fall 2002)
- Began effort to strengthen academic advising as way to increase student retention
- Increased enrollment of historically underrepresented populations
- Increased geographic diversity both nationally and internationally
- Developed capability to launch e-mail bursts for marketing and recruiting
- Established working group to study athletic admissions
- Initiated common application
- **Lowered the tuition discount rate of entering students to 35.9% in fall 2005**
- **Raised average SAT score of freshman applicants an average of five points per year for the past four years**
- **Developed new web communications tools such as GoalQuest and myIthaca, a web portal for potential students**
- **Enhanced School open house programs in an effort to more fully expand faculty involvement in student recruitment efforts**
- **Set a new record (fall 2006) for the percentage of entering fulltime freshmen who are U.S. students of color (11.7%) and a new record in 2006 in the number of applications from this group—1,663, up 15% over 2005 record of 1,446**
- **Established Marketing Communications Task Force (2005) charged with developing a strategic plan for admission messaging and delivery and creating innovative marketing and communication strategies for student recruitment**
- **Established the Enrollment Planning Task Force (spring 2006) to develop an enrollment planning and student retention strategy for 2009-13**

<b>EXPERIENTIAL AND PERFORMANCE-BASED LEARNING</b>
--

- Expanded Park Scholars program with community service component
- Developed MLK Scholars program with community service component including partnership with Beverly J. Martin elementary school for service learning outreach for first year MLK Scholars.
- Increased opportunities for study-abroad experiences including the launch of new Australian Walkabout program (spring 2004) and expanded short-term study abroad opportunities
- Continued assessment of faculty interest in and current use of service/community service within curriculum being conducted by the Center for Student Leadership and Involvement, in cooperation with the Provost's Office
- Offered Faculty Summer Institute on Service Learning and Civic Engagement (summer 2004)

- Implemented the first Annual MLK Polar Plunge Day of service in honor of Dr. King (January 2004)
- Established interdisciplinary experience in eco-tourism in Baja California involving Biology and Therapeutic Recreation Leisure Studies
- Piloted and implemented ECHO program, providing first year students with outdoor education experience
- Established Office of Experiential Learning in School of Health Sciences and Human Performance
- Increased number of international study programs held during summer and intercession
- Strengthened collaborative research opportunities for faculty and students through development of research fund
- Begun development of possible study program in Antigua
- **Launched a nationally recognized sustainability initiative that improved the environmental sensitivity of campus operations and expanded outreach to the community**
- **Increased number of semester-long study abroad programs, including Australian Walkabout program, as well as short-term international programs held during intersession and summer, and helped develop ANAC study abroad program**
- **Revised curriculum of the London Center to incorporate multicultural and global themes and initiated a new summer program (2005)**
- **Launched new initiative in Antigua involving communications, music, and health science programs to advance intercultural learning and help the nation in its efforts to improve its educational, economic, and social development.**
- **Overhauled and strengthened Washington Semester Program to improve academic rigor and expand internship opportunities for students, and planned for first summer program in 2006**

<b>FACILITIES</b>
-------------------

- Adopted College master plan (fall 2002)
- Integrated Phase I and II of College Circle into housing options
- Progressed with ADA and accessibility renovations
- Established Facilities Planning Committee to advise President Williams on facility planning issues
- Appointed field house/events center and School of Business fundraising/planning committees
- Exploring options for administrative space; two temporary buildings erected
- Established Office of Construction, Planning and Design
- Implemented web-based service request program, iServiceDesk
- Built new General Services and Public Safety facility and renovated physical plant facilities

- Implemented R-25 scheduling system for conference and event services coordination of conference and meeting spaces; testing system for use in academic classroom scheduling
- Adopted Environmental Plan (spring 2001)
- Undertook, in addition to planned yearly residence hall and dining renovations, major project work or renovations on several facilities across campus (e.g. Job Hall roof, East Tower elevator replacement, installation of sprinklers in Quad residence halls, renovated campus center snack bar area, Terraces electrical upgrade, etc.)
- **Selected architect and design is underway for the Gateway Building**
- **Selected architect and design is underway for the Athletics and Events Center**
- **Completed renovation of the Garden Apartments (summer 2005)**
- **Began construction of new building for the School of Business (summer 2006)**
- **Signed on to the Talloiries declaration**, a 10-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations, and outreach at colleges and universities **(spring 2006)**
- **Established classroom renovation program as an annual recurring item in the capital budget**
- **Completed renovation of Facilities Office building and renovation of shop areas is in progress**
- **Installation of new electrical infrastructure is in progress.**
- **Completed renovation of space at Colgate Rochester Crozer Divinity School for use by the Physical Therapy program (summer 2006)**
- **Completed renovation of Boothroyd Hall to create larger double rooms (summer 2006)**
- **Funded planning for increased residence hall entrance security**
- **Upgraded and retrofitted existing HVAC systems to reduce energy consumption**
- **Began implementation of R-25 classroom scheduling software**
- **Replaced all washers/dryers with high efficiency models, implemented free laundry, introduced laundry view (fall 2006)**
- **Completion of sprinkler installation in all residence halls and apartments (summer 2006)**
- **Renovated Park School of Communications lobby (summer 2006)**

<b>QUALITY OF STUDENT LIFE</b>
--------------------------------

- Added 694 additional beds to College's residential life program through lease agreement of College Circle apartments (Phase I and II); new community building, parking lot and campus connector road opened
- Expanded theme housing (e.g. honors, first year, substance free)
- Implemented alcohol/substance abuse task force recommendations, including appointment of full-time coordinator/health educator
- Increased staffing in counseling services

- Established community service office with full-time coordinator
- Established LGBT center with full-time coordinator
- Formed committee to study College history and traditions yielding a comprehensive report and recommendations for consideration
- Created student development research fund
- Established HOME program established in Terrace 2
- Increased number of student clubs and organizations with a multicultural focus
- Piloted Faculty Fellow program in Terrace 9 (2003-4)
- Developed College-wide Emergency Response Plan
- Initiated PIECES program as part of the fall Continuing Orientation Program to help first-year students learn about the College's history and traditions
- Revised Residential Life mission statement to include a multicultural focus on residential education
- Coordinated comprehensive voter registration/education programs (fall 2004)
- Piloted Faculty-in-Residence program (2004-5) in the West Tower
- Implemented enhanced dining options including "continuous dining"
- Extended availability of ID Express off campus at seven locations (fall 2004)
- **Developed IC/Community Workgroup to develop more positive town/gown relations (2003)**
- **Established living and learning communities focused on multiculturalism and sustainability and expanded opportunities for community service and service learning (summers 2005, 2006)**
- **Reorganized key areas of Student Affairs and Academic Affairs to enhance student engagement, student success, and student retention to graduation including the creation of academic enrichment services, bringing together various student advising and support services**
- **Implemented organic/local food station in the Towers Dining Hall (fall 2006)**
- **Implemented dining guest meal passes for students (fall 2006)**
- **Increased creation of sports clubs through Recreational Sports**
- **Implemented wireless networks in the Library, Park School and IC Square**
- **Completed Gender Equity Study in Intercollegiate Athletics (fall 2006)**
- **Moved to smoke free residence hall system (fall 2006)**
- **Completed renovation of all Garden Apartments (summer 2005) and Boothroyd Hall (summer 2006)**

<b>QUALITY OF WORK LIFE</b>
-----------------------------

- Established Office of Staff Training and Development
- Initiated leadership development program
- Developed and enhanced employee recognition programs
- Founded Center for Faculty Research and Development
- Created fund for new initiatives
- Created IC Toastmaster Chapter, a club providing opportunities to develop communication and leadership skills
- Continued progress on faculty workload project

- Implemented multi-source feedback system
- Introduced Employee Assistance Program
- Implemented online applicant tracking system which has decreased or eliminated data entry tasks for administrative assistants responsible for supporting the hiring process
- Enhanced the bereavement leave policy
- Enhanced the medical leave accrual benefit to care for immediate family
- Conducted a review of all administrative assistant positions to achieve balanced workload
- Implemented a bus pass/parking permit program for faculty and staff
- Piloted flexible working hours policy with focus on four day work week
- Expanded new employee orientation
- Offered "Day of Learning" for employees during summer
- Launched summer hours schedule (summer 2003)
- Created faculty and staff chorus, voICes
- **Conducted QWL Assessment for staff and administration (spring 2005)**
- **Began implementation (summer 2005) of recommendations related to QWL initiative: e.g. initiated comprehensive review of the compensation program (fall 2005); began comprehensive review of staffing levels and workload issues for staff (January 2006); began review of all job descriptions on campus (spring 2006); and began comprehensive review of the hiring process (spring 2006). Some recommendations for adjustments offered (May 2006) with complete review in fall 2006**
- **Finalized and implemented four-day work week as part of the flexible work hours policy**
- **Implemented an enhanced short-term disability benefit which increased the maximum benefit**
- **Completed redesign of Human Resources Web site (2005-6)**
- **Designed and obtained approval for implementation of the Emeriti Program which will enable the College to offer its employees a tax-advantaged way to accumulate assets during the working years to help pay for medical costs in retirement. It will also provide a specially designed program of nationally accessible retiree health insurance options.**
- **Conducted "You Make A Difference" colleague appreciation program (fall 2005) to encourage/recognize the contributions of staff at all levels to the Quality of WorkLife at IC**
- **Created Caregivers Support Group**
- **Created Adoption Support Group for employees involved with the child adoption process**
- **Achieved job sharing arrangement within HR Information Operations area (2005-6)**
- **Initiated BeneFits Your Life wellness program (spring 2006)**
- **Offered Fitwell IC Summer Challenge 2006 program**
- **Began institutional subscription to Inside Higher Education (spring 2006) to expand opportunities for marketing IC as a premier institution and as an employer of choice and to enhance opportunities to attract passive job seekers to faculty and staff positions**

- **Began membership, in a joint effort between HR and the Provost's office, in a consortium and an Internet based job information system Upstate New York Higher Education Recruitment Consortium (Upstate NY HERC)**
- **Partnered with Weight Watchers at Work and facilitated making payroll deduction a viable payment option for membership fees**
- **Negotiated a special discount rate for part-time employees with local health alliance**
- **Completed well-received diversity presentation at All-College Staff Meeting (January 2006)**

<h2>RESOURCE DEVELOPMENT</h2>
-------------------------------

- Developed a six-year plan for a comprehensive capital campaign including these components: case statement, gift table, volunteer structure, feasibility study, and timetable. Developed a staffing plan that involved re-structuring the development and alumni relations office, and began the hiring process for the most pivotal positions. Established a campaign steering committee, comprised of seven trustees, which has been working with us over the last year on strategic campaign issues.
- Began School of Business and field house/events center initiatives, recruiting over 40 volunteers to help with these projects. Developed mini-campaign plans for these two efforts, including the development of case statements
- Conducted a study of the College's annual giving program, which resulted in repositioning the Ithaca Fund to increase participation and giving rates
- Collaborated with private developer to finance the College Circle project
- Continue to cultivate a sense of "giving back" among the senior class, resulting in increased giving to the senior class gift program. Developed a series of initiatives called PIECES (providing Ithaca experiences connecting every student) targeted to first-year students each fall
- Carried out a comprehensive campus-wide study of integrated marketing, which resulted in over 200 specific recommendations. Began implementation of key recommendations, including a re-organization of the Office of College Relations to become the Office of Marketing Communications, focusing on strategic planning for marketing and media relations, and the hiring of an executive director and marketing communications staff
- Established 15 member faculty advancement development committee, which resulted in a report of 23 recommendations in four different categories, to help us work more closely with faculty in development work
- Launched the Parent's Association to bring IC parents closer to the institution through such initiatives as the new Parent's Newsletter
- Formed ad hoc revenue generating committee to look at innovative ways to increase income and report issued
- **Worked effectively with trustees, campaign committee, and other campaign volunteers to cultivate and solicit prospects**
- **Created regional effort around campaign activities**

- Organized a faculty and staff fundraising campaign committee (spring 2006)
- Realized significant gains in annual giving, donors and dollars, amongst all constituencies—faculty, staff, students, parents, alumni, friends (end of FY06)
- Made significant progress towards campaign nucleus fund to enable us to launch public phase of comprehensive capital campaign (October 2006)
- Concluded Phase I of Web Infrastructure and Branding Initiative proposal (WIBI) which included a total upgrade of the College's primary web presence, revamp of the recruitment sites for admission, and provides consistent academic content
- Implemented new January and May academic program offerings

## TECHNOLOGY

- Implemented new technologies for admission and administrative functions
- Added positions in the area of information technology
- Examined ways to put classroom scheduling on-line
- Examined method for maximizing scheduling of campus space
- Implemented technology plan for systematic replacement of computing equipment
- Implemented Project Parnassus
- Planning for new student information system underway
- Analysis of technology services at College completed
- Implemented online applicant tracking system which provides web based application and search selection processing
- Implemented web-based service request program, iServiceDesk
- Developed a liaison program among Information Technology Services, administrative and academic areas to enhance communication and coordination for mutually important technology issues
- Contracted with independent vendor to provide residence hall technology service
- Implemented Intercom—faculty and staff electronic newsletter; student Intercom development underway
- Restructured the Office of Information Technology Services
- Initiated major, multi-year IT planning process
- **Created and implemented electronic Authorization for Recruitment and Waiver to Post forms to reduce costs and increase efficiency of the process to initiate recruitment search/hiring for departments.**
- **Conducted second annual online re-enrollment in benefits through Parnassus (fall 2005)**
- **Completed development of new Parnassus Manager Self Service (2005-06) and trained all users (June 2006). Anticipated release of new version (early fall 2006).**
- **Completed major upgrades to the email system yielding enhanced performance, reliability and storage capacity**
- **Completed development of new Employee Self Service (2005-6); documentation and roll-out plans are in development for release in 2006-7.**

- Contracted with EiS, a third-party software vendor (Oracle partner) for time recording and accrual recordkeeping (TRAC); began development phase of web-based time report form fall 2006.
- Created the Information Technology President's Advisory Committee to help establish priorities for use of ITS resources. First report issued (spring 2005)
- Started the development of an ITS Disaster Recovery Plan
- Implemented a Storage Area Network (SAN) to achieve more efficient and economical use of the College capacity to store electronic information
- Implemented the Academic Liaison Program whereby faculty members are informed about and discuss developments related to technology use in delivering the academic mission of the College.
- Implemented the Classroom Technology Renewal Program to provide classrooms with the latest technology to assist with teaching and learning, and to insure that the technology remains up-to-date through periodic replacement.
- Upgraded point-of-sale technology in Bookstore and Mac's General Store
- Acquired print on demand with Variable Data Technology in General Services.
- Developed *Intercom* electronic news resource for students (2006)
- Formed Parnassus financials end user group to facilitate communication among users of the system. A monthly newsletter for Parnassus users is also being published.
- Implemented system for Accounts Payable to use electronic funds to transfer payment of College vendors, saving time and money
- Implemented Phase I of HOMER, the new student information system, which included the Offices of Admission, Registrar, Financial Aid, and Bursar (2005-6)

Fall 2002

Fall 2004 - updated

Fall 2006 - updated