



## **Self-Study Design**

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## INTRODUCTION

### College Overview: Yesterday and Today

Alfred State, SUNY College of Technology is located on two campuses in the beautiful Southern Tier of New York State, surrounded by lakes, forests, wetlands, and state parks. The Alfred campus includes the School of Architecture, Management, and Engineering Technology and the School of Arts and Sciences, along with the 800-acre farm, Center for Organic and Sustainable Agriculture, Veterinary Technology Center, Motorsports Facility, Athletic Complex, Residence Halls and Townhouse Complexes, Sustainability Office, and Lake Lodge. A state of the art Student Leadership Center is also on the Alfred campus. Combined with the associated Student Leadership Institute it links leadership preparation with civic engagement projects. The School of Applied Technology campus in Wellsville, NY includes the innovative Workforce Development Center and the Net Zero Energy Demonstration Home built by Alfred State students.

The College had its beginning in 1908 as a state school of agriculture. In 1948 Alfred State was incorporated into the newly organized State University of New York (SUNY) system. It was authorized to award the Applied Science Associate degree in 1951 and the Associate in Arts and the Associate in Science degrees in 1967. In 1991, the College began offering Bachelor degrees.

Today Alfred State is one of SUNY's premier colleges of technology with over 3,500 full-time students, 223 faculty, 2 certificate programs, 50 Associate degree programs, and 19 Bachelor degree programs, including over a dozen programs that can lead to green careers, i.e., careers in which workers implement environmentally conscious design, policy, and technology. The College's programs are registered by the New York State Education Department and have been approved for the training of veterans. Alfred State is regionally accredited by the Middle States Commission on Higher Education (MSCHE) and over 25 of the College's programs are accredited or certified by professional commissions or associations. Outside the classroom there are 90 extracurricular clubs and organizations, 18 intercollegiate sports, internships, and civic engagement activities. Project-based learning is a cornerstone of an Alfred State education. The College is known for its affordability, small class sizes, and instructors—none of whom are graduate assistants—who are accessible and committed to seeing their students “hit the ground running” following graduation. More information about Alfred State can be found at the College's website: [www.alfredstate.edu](http://www.alfredstate.edu).

On December 14, 2012, President Anderson announced that he had accepted the presidency at another institution of higher education, effective April 1, 2013. In January 2013, SUNY Chancellor Zimpher recommended to the SUNY Board of Trustees that Executive Vice President Valerie Nixon be appointed Interim President of Alfred State effective April 1, 2013. The interim appointment was approved. On November 15, 2013, SUNY Chancellor Nancy L.

Zimpher, the Presidential Search Committee, and the Board of Trustees approved Dr. Irby (Skip) Sullivan, president of West Georgia Technical College, as the new president of Alfred State. Dr. Sullivan joined Alfred State as president Jan. 2, 2014.

## **College Mission**

Alfred State, a residential college of technology, provides career-focused education enriched by the liberal arts to produce job- and transfer-ready graduates.

## **College Vision**

Alfred State will be nationally recognized as the college of choice for students seeking a technology-focused education and the preferred college for employers seeking graduates prepared to “hit the ground running.”

## **College Core Values**

### **Excellence**

- We provide the highest possible quality education and experiences for our students.
- We assess our performance and work to continuously improve.
- We value continuous learning and development for our students and ourselves.
- The needs of our students help to shape our priorities and decisions.
- We seek to enhance our personal knowledge, skills, and abilities.
- Groups and individuals actively collaborate and share ideas to improve the organization.

### **Integrity**

- Our actions reflect our words and our values.
- We are honest and ethical in our words and deeds.
- We communicate responsibly and truthfully.
- We are open to feedback and share sincere feedback respectfully.
- We encourage responsible action in ourselves and in one another.

### **Respect**

- We practice compassion in the workplace, maintaining the dignity of all community members.
- We expect an environment where we are free to share ideas openly and without fear.
- We promote a welcoming environment for all.
- We honor the differences among us and learn from the backgrounds, experiences, and thinking of others.

- We work to understand the perspectives brought by all individuals.

### **College Principles of Community**

As members of Alfred State, we choose to be part of an academic community dedicated to those principles that foster personal and professional integrity, civility, and tolerance.

**We strive toward lives of personal integrity and academic excellence**—We will encourage in ourselves, and in one another, those responsible actions which lead to lives of productive work, personal enrichment, and useful citizenship in an increasingly interdependent world.

**We commit to treat one another with civility**—Recognizing that there will be differences of opinion, we will explore these differences in a courteous and forthright manner, always acknowledging individual rights to freedom of expression and association.

**We support tolerance**—We encourage those of all cultures, orientations, and backgrounds to understand and respect one another in a safe and supportive educational environment.

## **THE COLLEGE’S STRATEGIC PLAN**

The arrival of Dr. John M. Anderson as president of Alfred State in 2008 brought with it a renewed and concentrated focus on strategic planning. From the extensive efforts of the campus-wide Strategic Planning and Resource Council and President’s Council, the College’s Five Year Strategic Plan: Fall 2008-2013 was developed and endorsed. The College’s five strategic goals are:

- Goal A: Promote academic excellence and scholarly environment
- Goal B: Ensure the financial stability of the College
- Goal C: Achieve optimal student enrollment and retention
- Goal D: Enhance the appearance, safety, and functionality of campus facilities
- Goal E: Support and challenge faculty, staff, and students as they grow personally and professionally

Since 2008, each year at the President’s Council’s (PC) summer retreat, the President’s Council reviews the strategic plan’s actions, including desired outcomes, key performance indicators, actual results, and progress made, modifying the plan accordingly. As a result, the plan is a rolling plan. The current plan is for 2013-18, and after this summer, it will be for 2014-19 and so on. In 2010 when the SUNY Chancellor introduced the Power of SUNY, i.e., SUNY system’s strategic plan, Alfred State mapped SUNY’s “Big Six Categories” to Alfred State’s strategic plan actions. Following the PC summer retreat, a summary of the new strategic plan is published and

shared campus-wide. This unique approach to strategic planning led to President Dr. John M. Anderson and Associate Vice President for Academic Affairs Dr. Jayne Swanson conducting a workshop on strategic planning at the MSCHE's 2011 Annual Meeting.

### **STEPS TAKEN TO PREPARE THE SELF-STUDY**

The co-chairs of the Steering Committee were selected by President Dr. John M. Anderson who announced the appointments in a college-wide email on April 25, 2012. Early fall 2012 semester, the President's Council selected 10 Steering Committee members: 3 faculty, 3 staff (3 divisions), and 4 management confidentials (including 3 school deans); and the Faculty Senate selected 10 Steering Committee members: 6 faculty (2 from each of the three schools), 2 Student Affairs, and 2 Administration and Enrollment. In November 2012, the Student Senate selected 3 students to serve on the Steering Committee—and the co-chairs scheduled a meeting with them in December to review what was covered at the first Steering Committee meeting. The co-chairs, Dr. Jayne Swanson and Professor John Buckwalter, attended MSCHE's Self-Study Institute in November 2012 where they met with Dr. Christy Faison, MSCHE staff liaison. In early January 2013, Professor John Buckwalter announced that he would be retiring from Alfred State at the end of the school year. President Anderson, after consulting with his council, asked Professor Michael Ronan, who was already serving on the Steering Committee, to serve as the new co-chair and added a Steering Committee member. Professor Ronan accepted the invitation and began serving as co-chair in May 2013. By 2014, several members had been replaced on the Steering Committee and working teams as individuals left the College for various reasons including retirement, new opportunities, and graduation.

The Steering Committee had its first meeting on October 11, 2012. The agenda included opening remarks by President Anderson; overview of members, working teams, and office space; overview of self-study designs; handout and review of MSCHE's *Self-Study: Creating a Useful Process and Report*; reference to MSCHE's *Characteristics of Excellence in Higher Education*, and introduction to the Accreditation SharePoint that will be used by the Steering Committee to share documents and information related to the self-study.

By November 2012, the Steering Committee secured its own office space. The office, which has two rooms, is equipped with two tables, a desk, file cabinets, shelves, a phone, and a computer. The Steering Committee co-chairs and the working team chairs were given keys to the office. A year later, the Steering Committee was given a different office space for its meetings because most working teams were not using the original office space for their meetings and the original office space was needed by United University Professions.

Effective May 2013, at the request of the College Council chair, one or both of the Self-Study Steering Committee co-chairs attend each College Council meeting to give an update of the Self-

Study process. This was requested because of the leadership changes at Alfred State and because of the College Council's interest in the process following the College Council's session with Dr. Faison during her preliminary site visit to Alfred State on April 25, 2013. Furthermore, a few College Council members serve on working teams.

### **NATURE AND SCOPE OF THE SELF-STUDY**

The College has, as it did in 2005, selected the comprehensive model for its self-study. A comprehensive approach to the current self-study will allow the College, which has a presidential leadership transition spring 2013, to examine the extent to which it complies with each of the 14 Standards of Accreditation within MSCHE's *Characteristics of Excellence* and to review its strategic plan, thereby providing direction for the future. In light of the new presidential leadership, projected demographic changes in western New York, recent and likely continued reduced state support, and increasing demands for accountability, the comprehensive model will help the College decide how to meet its current and future needs, achieve its mission and goals, and ensure accountability with its constituents.

### **INTENDED OUTCOMES**

The self-study occurs at a critical time for the College and can be viewed as an opportunity for the institution to assess its planning, processes, and structures during the leadership transition, culminating in a set of recommendations that will be a beacon for ongoing activities and development of future strategic planning as tied to the College's mission, vision, core values, and principles of community. It will also demonstrate the extent to which the College is in compliance with the 14 Standards of accreditation and provide guidance for any necessary improvements.

### **SELF-STUDY STEERING COMMITTEE**

#### **Co-Chairs**

John Buckwalter, 2012-2013	SUNY Distinguished Teaching Professor, Physical and Life Sciences
Michael Ronan, 2013-2015	Professor, Automotive Trades; SUNY Chancellor's Award for Excellence in Teaching; SUNY Chancellor's Award for Excellence in Faculty Service
Dr. Jayne Swanson, 2012-2015	Associate Vice President for Academic Affairs

#### **Members**

Mark Amman	Professor and Chair, Physical and Life Sciences
Tammy Bacon, 2012-2013	Communications Specialist

Craig Clark	Interim Vice President for Academic Affairs
Dr. Bob Curry, 2013-2015	Interim Dean, School of Arts and Sciences
Julian Dautremont-Smith	Chief Sustainability Officer
Joseph Greenthal, 2013-2015	Controller
Jacob Grisewood	Student, Student Senate
Dr. Heinrich Hermann	Professor and Chair, Architecture and Design
Kathryn Markel	Associate Director, Admissions; SUNY Chancellor's Award for Excellence in Professional Service
Tracey Martin	Instructional Support Technician, Agriculture and Veterinary Technology
Matthew Pettis	Instructor, Electrical Trades
Lisa Porter, 2012-2013	Controller
Greg Sammons	Vice President for Student Affairs, SUNY Chancellor's Award for Excellence in Professional Service
Dr. Kathleen Sellers	Professor and Former Chair, Nursing; SUNY Chancellor's Award for Excellence in Teaching
Rex Simpson	Professor, Architecture and Design; SUNY Chancellor's Award for Excellence in Faculty Service
Timothy Sinnott	Student, Student Senate
Myranda Smith, 2012-2013	Student, Student Senate
Cheryl Stanton	Database Services Manager, Institutional Advancement
Dr. Derek Wesley	Vice President Institutional Advancement
Dr. Terry Tucker, 2012-2013	Dean, School of Arts and Sciences
Jason White	Staff Associate of Student Records and Financial Services
Dr. John Williams	Dean, School of Architecture, Management and Engineering Technology
Dr. Lou Ann Woolman	Associate Professor, Social and Behavioral Sciences
Karen Young	Associate Professor and Chair, Computerized Design and Manufacturing; Former Faculty Senate Chair

### **STEERING COMMITTEE CHARGE TO THE WORKING TEAMS**

Two Steering Committee members were assigned to each working team and one of them serves as the working team chair. During fall 2012, the working team chairs selected their team members, striving for representation across the four divisions, worked with their teams to develop three research questions, and wrote their three research questions report for this document.

The Steering Committee co-chairs are assigned as a Steering Committee liaison to the working teams as follows:



Dr. Jayne Swanson: Working Teams 1, 2, 3, and 4  
Prof. John Buckwalter: Working Teams 5, 6, 7, and 8 (until May 2013)  
Prof. Michael Ronan: Working Teams 5, 6, 7, and 8 (beginning May 2013)

## **SELF-STUDY WORKING TEAMS**

The eight working teams are organized by self-study chapters and staffed as follows (blue font indicates that the individual is a Steering Committee member):

### **CHAPTER 1**

STANDARD 1: Mission and Goals

Chair: [Dr. John Williams, Dean, School of Architecture, Management, and Engineering Technology](#)

Members:

Julian Dautremont-Smith, Chief Sustainability Officer  
Caroline Falcone, Admissions Assistant, Admissions, 2012-2013  
Ron Nasca, Member, College Council  
Kent Johnson, Associate Professor and Chair, Automotive Trades  
Spencer Peavey, Senior Director for Student Engagement  
Brian Quinn, Assistant Professor, English and Humanities  
Roxana Sammons, Secretary, Institutional Advancement  
Myranda Smith, Student, Student Senate  
Florence Stephens, Admissions Counselor, 2013-15  
Erin Vitale, Associate Professor, Civil Engineering Technology

### **CHAPTER 2**

STANDARD 2: Planning, Resource Allocation, and Institutional Renewal

STANDARD 3: Institutional Resources

Chair: [Dr. Derek Wesley, Vice President for Institutional Advancement](#)

Members:

[Dr. Melvin Chambliss, Associate Professor, Agriculture and Veterinary Technology](#)  
Dr. Sherine El Hag, Assistant Professor, Business, 2013-2015  
James Fleishman, Assistant Professor, Automotive Trades  
Joseph Greenthal, Controller, 2013-2015  
Dr. Gary Lounsberry, Professor, Social and Behavioral Sciences, 2012-2013  
Lisa Porter, Controller, 2012-2013  
[Rex Simpson, Professor, Architecture and Design; SUNY Chancellor's Award for Excellence in Faculty Service](#)  
George Welch, Member, College Council

Danielle White, Director of Annual Giving, Institutional Advancement

### **CHAPTER 3**

STANDARD 4: Leadership and Governance

STANDARD 5: Administration

STANDARD 6: Integrity

Chair: Karen Young, Associate Professor and Chair, Computerized Design and Manufacturing;  
Former Faculty Senate Chair

Members:

Joseph Damrath, Associate Professor, Business; SUNY Chancellor's Award for  
Excellence in Teaching

Wendy Dresser-Recktenwald, Senior Director, Center for Community  
Education and Training and the Office of Human Resources

Francine Staba, Associate Professor and Chair, Business

Nancy Driscoll, Assistant Director, Admissions

Sherine El Hag, Assistant Professor, Business Department

Nicole Hockenberry, Coordinator, Student Leadership and Campus Media Office of  
Student Engagement

Patricia K. Fogarty, Chair, College Council

Charles Neal, Associate Vice President for Academic Affairs; SUNY Chancellor's  
Award for Excellence in Teaching

### **CHAPTER 4**

STANDARD 7: Institutional Assessment

STANDARD 14: Assessment of Student Learning

Chair: Dr. Jayne Swanson, Associate Vice President for Academic Affairs

Members:

Barbara Greil, Librarian; SUNY Chancellor's Award for Excellence in Librarianship

Elaine Morsman, Director, Career Development

Matthew Pettis, Instructor, Electrical Trades

Matthew Ryan, Senior Director, Residential Services

Dr. Edward Tezak, Professor & Chair, Mechanical and Electrical Engineering  
Technology; SUNY Chancellor's Award for Distinguished Service

Cynthia Thorp, Coordinator, Student Success and Retention

Dr. Lou Ann Woolman, Associate Professor, Social and Behavioral Sciences

### **CHAPTER 5**

STANDARD 8: Student Admissions and Retention

STANDARD 9: Student Support Services

Chair: Greg Sammons, Vice President for Student Affairs, SUNY Chancellor's Award for  
Excellence in Professional Service

Members:

Dr. Jennifer Bremser, Assistant Professor, Social and Behavioral Sciences

Carla Coch, Member, College Council, Fall 2013  
William Laubert, Associate Professor, English and Humanities  
Kathryn Markel, Associate Director, Admissions; SUNY Chancellor's Award for  
Excellence in Professional Service  
Debra Root, Senior Director of Marketing and Communications  
Matthew Ryan, Senior Director, Residential Services  
Timothy Sinnott, Student, Student Senate, Business Administration

## **CHAPTER 6**

STANDARD 10: Faculty

Chair (until May 2013): John Buckwalter, SUNY Distinguished Teaching Professor,  
Physical and Life Sciences

Chair (beginning June 2013): Michael Ronan, Professor, Automotive Trades; SUNY  
Chancellor's Award for Excellence in Teaching; SUNY Chancellor's Award for  
Excellence in Faculty Service

Members:

Charles Craig, Member, College Council

Timothy Cochran, Associate Professor, Mechanical and Electrical Engineering  
Technology

Dr. Heinrich Hermann, Professor and Chair, Architecture and Design, 2012-2013

Samantha Roosa, Coordinator of Internal and External Education and Training,  
Human Resources

Dr. Kathleen Sellers, Professor and Former Chair, Nursing; SUNY Chancellor's  
Award for Excellence in Teaching

Nancy Shearer, Dean of Research Services; SUNY Chancellor's Award for  
Professional Service

Jane Vavala, Associate Librarian; SUNY Chancellor's Award for Excellence  
in Librarianship

John Wang, Part-Time Instructor, Mechanical and Electrical Engineering Technology

## **CHAPTER 7**

STANDARD 11: Educational Offerings

Chair: Craig Clark, Interim Vice President for Academic Affairs

Members:

Mark Amman, Professor and Chair, Physical and Life Sciences

Richard Carlo, Professor, Architecture and Design

John Garippa, Associate Professor, Automotive Trades

Jonathan Hilsher, Director of Civic Engagement, Student Affairs

Holly Hogan, Member, College Council

Cheryl Stanton, Database Services Manager, Institutional Advancement

## **CHAPTER 8**

STANDARD 12: General Education

STANDARD 13: Related Educational Activities

Co-chair: Dr. Terry Tucker, Dean, School of Arts and Sciences (2012-2013)

Co-chair: Dr. Heinrich Hermann, Professor and Chair, Architecture and Design (Spring 2013)

Chair: Dr. Bob Curry, Interim Dean, School of Arts and Sciences (beginning summer 2013)

Members:

Dr. Kathleen Ebert, Professor and Chair, Mathematics and Physics

Dr. Heinrich Hermann, Professor and Chair, Architecture and Design

Tricia Herritt, Coordinator of International Student Services

Tracey Martin, Instructional Support Technician, Agriculture and Veterinary  
Technology

Spencer Peavey, Sr. Director for Student Engagement

Steven Reynolds, Associate Professor, Business

Jason White, Senior Staff Assistant, Student Records and Financial Services

Tammy Woods Edwards, Coordinator of Continuing Education, Center for Community  
Education and Training

## SELF-STUDY WORKING TEAMS' RESEARCH QUESTIONS REPORTS

### Working Team #1: Mission and Goals (Standard 1)

Alfred State's mission is based on a consensus of all constituents on campus and defines its purpose and identity. The mission drives the goals and actions and can be summarized by the College's focus on retention, recruitment, reputation, and revenue. This plan, in conjunction with our Core Values, guides us to utilize resources effectively and make informed decisions. Assessment data and performance metrics are evaluated annually to guide decision making toward meeting the goals of the strategic plan. Process is tracked through our working plan document and several dashboards.

- How does the College determine if it is achieving its mission and goals?
- How are the College's mission and goals guiding its decisions and allocation of resources?
- How are the institution's operations consistent with its mission and goals?

Chair: Dr. John Williams, Dean, School of Architecture, Management and Engineering Technology

Members:

Julian Dautremont-Smith, Chief Sustainability Officer  
Caroline Falcone, Admissions Assistant, Admissions, 2012-2013  
Ron Nasca, Member, College Council  
Kent Johnson, Associate Professor and Chair, Automotive Trades  
Spencer Peavey, Senior Director for Student Engagement  
Brian Quinn, Assistant Professor, English and Humanities  
Roxana Sammons, Secretary, Institutional Advancement  
Myranda Smith, Student, Student Senate  
Florence Stephens, Admissions Counselor, 2013-15  
Erin Vitale, Associate Professor, Civil Engineering Technology

## **Working Team #2: Planning, Resources, and Renewal (Standards 2 & 3)**

Through Alfred State's strategic planning process, goals have been developed and recognized by the institution. This plan identifies the key areas and initiatives that will be addressed over the next several years. A synthesis between the strategic plan and budget development is a crucial component for effective implementation to occur with regards to achieving the overall goals and having the proper resources to accomplish the initiatives.

- To what extent does the conceptual and procedural relationship between the institution's strategic plan and the budget development process support the institution's initiatives in building reputation, recruitment, retention, and revenue?
- What issues should the institution be planning for? How will an integrated system of planning and resource allocation help address those issues?
- What are the most significant challenges facing the institution relative to resources over the next five years?

Chair: Dr. Derek Wesley, Vice-President for Institutional Advancement

Members:

Dr. Melvin Chambliss, Associate Professor, Agriculture and Veterinary  
Technology

Dr. Sherine El Hag, Assistant Professor, Business, 2013-2015

James Fleishman, Assistant Professor, Automotive Trades

Joseph Greenthal, Interim Controller, 2013-2015

Dr. Gary Lounsberry, Professor, Social and Behavioral Sciences, 2012-2013

Lisa Porter, Controller, 2012-2013

Rex Simpson, Professor, Architecture and Design; SUNY Chancellor's Award for  
Excellence in Faculty Service

George Welch, Member, College Council

Danielle White, Director of Annual Giving

### **Work Group #3: Leadership and Governance, Administration, and Integrity (Standards 4, 5 &6)**

Alfred State's system of shared governance in policy development and decision-making is well established. The SUNY Board of Trustees has specifically defined duties regarding individual campuses including approving Presidents. The local governance body, The College Council has sufficient autonomy to assure institutional integrity and fulfill responsibilities of policy and resource development that are consistent with the College mission. On campus, The Faculty Senate which is comprised of faculty and staff with a student representative, and administration, shares governance in policy development and decision-making which affects teaching, learning, and assessment.

Administrative structure and services have been organized to facilitate student success, learning, research/scholarship and to foster quality improvement across the campus. Alfred State demonstrates adherence to ethical standards and its own stated policies including academic freedom.

- Does the Institution's governance system allow for autonomy to assure fulfillment of responsibilities of policy and resource development consistent with the College's Mission and Strategic Plan?
- To what extent does the College's Administrative structure and services promote quality teaching/learning and scholarship as well as support the organization's goals and objectives?
- How does the College ensure organizational integrity within its policies, procedures, and practices to effectively serve all constituencies?

Chair: Karen Young, Associate Professor and Chair, Computerized Design and Manufacturing;  
Former Faculty Senate Chair

Members:

Joseph Damrath, Associate Professor, Business; SUNY Chancellor's Award for  
Excellence in Teaching

Wendy Dresser-Recktenwald, Senior Director, Center for Community  
Education and Training and the Office of Human Resources

Francine Staba, Associate Professor and Chair, Business

Nancy Driscoll, Assistant Director, Admissions

Sherine El Hag, Assistant Professor, Business Department

Nicole Hockenberry, Coordinator, Student Leadership and Campus Media Office of  
Student Engagement

Patricia K. Fogarty, Chair, College Council

Charles Neal, Associate Vice President for Academic Affairs; SUNY Chancellor's  
Award for Excellence in Teaching

#### **Working Team #4: Assessment (Standards 7 & 14)**

Assessment of institutional effectiveness and student learning outcomes at Alfred State has been ongoing since the College's last self-study and continues to be developed to more effectively provide information needed for continuous improvement of the institution and its programs. The College has a robust strategic planning process as well as a systematized process of assessing academic programs, including general education. Beginning in the 2012-13 school year, administrative and support units also have assessment planning and reporting processes in place.

- How adequate is campus support for institutional assessment, including communication of campus expectations for assessment work; policies and governance structures to facilitate assessment; administrative, technical, and financial support; and professional development opportunities and resources?
- How can we build on our strengths in ways that will support the College's strategic plan.
- To what extent is assessment of student learning at Alfred State useful, cost-effective, reasonably-accurate and truthful, planned, and organized, systematized and sustained?

Chair: Dr. Jayne Swanson, Associate Vice President for Academic Affairs

Members:

Barbara Greil, Librarian; SUNY Chancellor's Award for Excellence in Librarianship

Elaine Morsman, Director, Career Development

Matthew Pettis, Instructor, Electrical Trades

Matthew Ryan, Senior Director, Residential Services

Dr. Edward Tezak, Professor & Chair, Mechanical and Electrical Engineering  
Technology; SUNY Chancellor's Award for Distinguished Service

Cynthia Thorp, Coordinator, Student Success and Retention

Dr. Lou Ann Woolman, Associate Professor, Social & Behavioral Sciences



## **Working Team #5: Student Admissions and Support Services (Standards 8 & 9)**

Alfred State attracts and supports a wonderfully diverse array of students who select Alfred State due to its reputation of providing access to one of the region's best educations that readies tomorrow's leaders. We admit students who value project-based learning, whose goals match our mission, and we work to retain them.

Alfred State strives to provide support services that extend influence beyond classroom walls and enable each student to realize their goals. Through both orientation and subsequent systems to keep students engaged and on track, students are provided a multitude of opportunities to transition into the college and campus life. The availability of academic support programs, international education including Study Abroad opportunities, and robust student activities and leadership programs ensure a meaningful college experience.

- How do Alfred State's admissions goals, including recruiting strategies, materials, and processes, connect with the institution's mission?
- How is Alfred State adapting its strategies (and its materials, processes) to anticipated demographic or funding changes? How are strategies and enrollment projections aligned with Alfred State's future plans?
- What changes in the delivery of student support services have been implemented over the past five years and what evidence exists that such changes (new or revised program, elimination of program) were based on assessment results? How do changes demonstrate commitment to student success and are they related to student learning outcomes?

Chair: Greg Sammons, Vice-President for Student Affairs, SUNY Chancellor's Award for Excellence in Professional Service

Members:

Dr. Jennifer Bremser, Assistant Professor, Social and Behavioral Sciences

Carla Coch, Member, College Council, Fall 2013

William Laubert, Associate Professor, English and Humanities

Kathryn Markel, Associate Director, Admissions; SUNY Chancellor's Award for Excellence in Professional Service

Debra Root, Senior Director of Marketing and Communications

Matthew Ryan, Senior Director, Residential

Timothy Sinnott, Student, Student Senate, Business Administration

## **Working Team #6: Faculty (Standard 10)**

The faculty at Alfred State are well-qualified for their roles in promotion, facilitation, and evaluation of student learning. They take advantage of well-planned faculty development opportunities to improve their pedagogical skills and to make use of innovative learning activities and technologies. The value of faculty diversity is supported by comprehensive and equitable search and hiring policies and processes.

- How have faculty qualifications and educational preparation changed as the College has added more baccalaureate programs? In what ways are the qualifications of faculty in study-abroad programs similar to those of faculty on the main campus? What has been the impact of the recently added Teacher-Scholar program on research and scholarly activity among baccalaureate-level faculty?
- What evidence demonstrates the College's commitment to a diverse faculty population? How consistent is this commitment across the three academic schools?
- What faculty development opportunities are available to assist in the development of higher-order pedagogical skills? What evidence shows that these skills are being emphasized by Alfred State faculty?

Chair (until May 2013): John Buckwalter, Distinguished Teaching Professor, Physical and Life Sciences

Chair (beginning May 2013): Michael Ronan, Professor, Automotive Trades; SUNY Chancellor's Award for Excellence in Teaching; SUNY Chancellor's Award for Excellence in Faculty Service

Members:

Charles Craig, Member, College Council

Timothy Cochran, Associate Professor, Mechanical and Electrical Engineering Technology

Dr. Heinrich Hermann, Professor and Chair, Architecture and Design, 2012-2013

Samantha Roosa, Coordinator of Internal and External Education and Training, Human Resources

Dr. Kathleen Sellers, Professor and Former Chair, Nursing; SUNY Chancellor's Award for Excellence in Teaching

Nancy Shearer, Dean of Research Services; SUNY Chancellor's Award for Professional Service

Jane Vavala, Associate Librarian; SUNY Chancellor's Award for Excellence in Librarianship

John Wang, Part-Time Instructor, Mechanical and Electrical Engineering Technology

## **Working Team #7: Educational Offerings (Standard 11)**

The programs at Alfred State are well known for their quality and have in-depth five year reviews and strong advisory boards. New programs are reviewed for a match with the College's strategic plan and for enrollment trends. The faculty members are active in this process and review all courses and new programs through the Curriculum Development and Review committee. Faculty members have direct input into the transfer of students into the College and transfer students are reviewed at the department level to assure they meet similar learning outcomes.

- In what ways do transfer students have a learning experience that is different from students in the same program who have completed all their courses at Alfred State? What impact does transfer have on the intended learning outcomes of the academic programs? How should any problems be resolved?
- What evidence demonstrates that Alfred State's educational offerings especially online and accelerated programs have academic content and meet prescribed learning outcomes appropriate to the degree level(s)? How does the program development and assessment process foster periodic review of academic content and meet prescribed learning outcomes?
- What evidence indicates that students are meeting Alfred State's overall goals for student civic engagement? How are goals set and assessed by departments?
- How should Alfred State select and assess future educational programs?

Chair: Craig Clark, Interim Vice President for Academic Affairs

Members:

Mark Amman, Professor and Chair, Physical and Life Sciences

Richard Carlo, Professor, Architecture and Design

John Garippa, Associate Professor, Automotive Trades

Jonathan Hilsher, Director of Civic Engagement, Student Affairs

Holly Hogan, Member, College Council

Cheryl Stanton, Database Services Manager, Institutional Advancement

## **Working Team #8: General Education and Related Educational Activities (Standards 12 & 13)**

The General Education program at Alfred State allows students to develop the competence and skills necessary to become productive employees and citizens in today's world. The program focuses on the MSCHE general education expectations, NYS liberal arts requirements, SUNY General Education requirements, and the Alfred State mission, vision, core values and principles of community. Alfred State believes that each of its graduates will be capable of making significant and enduring contributions to their families, professions, communities and the world. The foremost goal is to prepare students to become competent professionals and active citizens, confident in their knowledge and skills. This program aspires to challenge our students to reach their full potential.

- What is the general education program at Alfred State? In what ways and for what reasons has the program changed and grown over the past ten years? What further modifications should be considered?
- What evidence exists that Alfred State's graduates meet expected levels of competency for the areas of general education (oral communication, written communication, scientific and quantitative reasoning, critical analysis and reasoning, and technological competency)? Are the levels appropriate given the mission of the degree program and college? To what degree is the responsibility shared across the institution? Are the degree program requirements linked and interrelated?
- Do the non-degree granting programs and activities at Alfred State (specifically, the ASOP, EOP, HS Collaborative, Online/Distance Learning, International Education, Study Abroad, Civic Engagement programs) have established goals and objectives appropriate to the College's mission, how well are the fundamental elements met, and to what degree are systematic and sustained assessments used for continuous improvement?

Co-chair: Dr. Terry Tucker, Dean, School of Arts and Sciences (2012-2013)

Co-chair: Dr. Heinrich Hermann, Professor and Chair, Architecture and Design (Spring 2013)

Chair: Dr. Bob Curry, Interim Dean, School of Arts and Sciences (beginning summer 2013)

Members:

Dr. Kathleen Ebert, Professor and Chair, Mathematics and Physics

Dr. Heinrich Hermann, Professor and Chair, Architecture and Design

Tricia Herritt, Coordinator of International Student Services

Tracey Martin, Instructional Support Technician, Agriculture and Veterinary  
Technology

Spencer Peavey, Sr. Director for Student Engagement

Steven Reynolds, Associate Professor, Business

Jason White, Senior Staff Assistant, Student Records and Financial Services

Tammy Woods Edwards, Coordinator of Continuing Education, Center for Community  
Education and Training

## PARTIAL INVENTORY OF SUPPORTING DOCUMENTS

### Chapter 1

#### Standard 1: Mission and Goals

Academic Affairs Website  
Admissions and Enrollment Website  
Annual Reports  
AS Mission, Vision and Core Values  
AS Strategic Plan  
ASC SPARC Report  
Assessment & Institutional Effectiveness Website  
College Catalog  
College Council Meeting Minutes  
College Council Reports  
Dashboards--AS Website & SUNYs--AS Website & SUNY  
Deans' Council Meeting Agendas  
Executive Faculty Senate Meeting Minutes  
Faculty Senate Meeting Minutes  
President's Council Meeting Minutes  
President's Opening Remarks  
President's Website  
SUNY Strategic Plan: The Power of SUNY  
VPAA's Council Meeting Agendas

### Chapter 2

#### Standard 2: Planning, Resource Allocation, and Institutional Renewal

#### Standard 3: Institutional Resources

Annual Financial Report for SUNY  
Annual Reports  
AS Strategic Plan  
Budget and Planning--Allocation Requests  
Budget and Planning Meeting Minutes  
Campus Beautification Plan  
College Council Meeting Minutes  
College Council Reports  
Dashboards--AS Website & SUNYs  
Deans' Council Meeting Agendas  
Facilities Planning Committee and Facilities Master Plan  
Faculty Senate Meeting Minutes  
Five-Year Review Guidelines

Five-Year Reviews/Assessment of the Major Reports  
General Education Summary Reports  
Organizational Chart  
President's Council Meeting Minutes  
President's Opening Remarks PPTs  
SPARC Minutes  
Vice President for Academic Affairs Council Meeting Agendas

### **Chapter 3**

#### **Standard 4: Leadership and Governance**

#### **Standard 5: Administration**

#### **Standard 6: Integrity**

Academic Affairs  
Administration & Enrollment Website  
Affirmative Action Policy  
Alumni Association Board Members and Mission, Charge  
AS Accreditation Status/Profile with MSCHE  
Athletic Policies  
SUNY Board of Trustees Bylaws  
Collective Bargaining Agreements  
College Council Membership and Bylaws  
College Council Reports  
Dashboards--AS Website & SUNY  
Distance Education Policy  
Distance Education Procedures  
Faculty Handbook  
Faculty Senate and Standing Committees Agendas/Minutes, Membership, Website, and Bylaws  
Grievance Procedures and Employee Relations Office at SUNY  
Institutional Advancement Website  
IRB Members & Website  
Office of Research Services and Website  
Organizational Chart  
Policies and Procedures Manual  
Procedures for Evaluating Administrators  
Public Employees' Fair Employment Act "Taylor Law"  
Records Office and Website  
Roles and Responsibilities of the Department Chair  
Sexual Harassment Policy  
Student Affairs Website  
Student Handbook

Student Senate Agendas/Minutes, Membership, and Bylaws  
SUNY Association of Council Members and College Trustees of SUNY (Membership and Bylaws)  
SUNY Guidelines for Presidential Searches  
SUNY Unclassified Job Titles, Including President (President, Provost, VPs, Deans, Assoc. VPs, Sr./Exec. Directors, Directors, etc. and CVs)  
United University Professions Contract

## **Chapter 4**

### **Standard 7: Institutional Assessment**

### **Standard 14: Assessment of Student Learning**

Annual Reports  
AS Assessment Plan  
AS Catalog  
AS Strategic Plan  
Assessment & Professional Development Office  
Assessment Summary Reports, including Alumni Survey, Best Companies, CAAP Critical Thinking Test, Employer Survey, NSSE, SOS,  
Budget and Planning Requests and Allocation  
College Council Reports  
CSLO Assessment Summary Report Template & Flowchart  
Dashboards--AS Website & SUNY  
Department Chair Agenda/Minutes  
Department/Program Assessment Plans and Reports  
Faculty Senate Meetings  
Five-Year Review Schedule, Template, and Guidelines  
Five-Year Reviews/Assessment of the Majors  
GEAR Reports: Evaluation, Triennial, etc.  
General Education Summary Reports  
MSCHE Accreditation Determination Letter  
Office of Research Services  
Periodic Review Report 2010  
President's Council Meeting Minutes  
Professional Development Week--Accreditation-Assessment Sessions and Conference Day Sessions  
Programmatic Accreditation Determination Letters  
Programmatic Accreditation Self-Studies  
PSLO Flowchart  
PSLO Indirect and Direct Measures Form  
PSLO Map Template

PSLO Summary Report Template  
Retention/Graduation Reports  
SAGE/Subcommittee Charge and Membership, Agendas, and Minutes  
Steps for PSLO Assessment Maps  
SUNY General Education Assessment Review Group (GEAR) Report  
SUNY Memo Policy and Guidance Assessment  
Survey Grid  
Syllabi  
Websites (President's Office, Assessment and Institutional Effectiveness, Administration and Enrollment, Records Office, and Student Affairs)

## **Chapter 5**

### **Standard 8: Student Admissions and Retention**

### **Standard 9: Student Support Services**

Academic Advising Website  
Academic Affairs Annual Report  
Academic Regulations Transfer Credit  
Administration and Enrollment Website  
Admissions Office Staff Meeting Minutes  
Admissions Operational Plan  
Admissions Procedures  
Appeals of General Education Requirements  
AS Catalog  
AS Strategic Plan  
College Council Reports  
Dashboards--AS Website & SUNY  
Emergency Response Plan  
Family Educational Rights and Privacy Act (FERPA) Information  
Financial Aid Website  
Job Descriptions/CVs/Resumes (Including Associate Dean for Judicial Affairs;  
Associate VP for Student Development; Athletic Director; Coordinator(s) of Services for  
Students with Disabilities; Director of Career Development; Director of Counseling Services;  
Director of International Education; Director of Multicultural Affairs;  
Director of The Learning Center/EOP; Director of Tutoring Services; EOP Counselor;  
EOP Tutor; Ex. Director of Health Services VP for Student Affairs; VP for Student Affairs)  
Learning Center Annual Report/s/Website (Including MAP-Works; Educational Opportunities  
Program; Math Lab; Supplemental Instruction; Tutoring; Services for Students with Disabilities;  
Student Employment Services, Study Skills Assistance; and Writing Center)  
National Jr. College Athletic Association (NJCAA) Reports  
NSSE



Policies & Procedures Manual  
Procedures for Student Grievances and/or Appeals  
Record's Office Website  
Recruitment Publications  
Retention/Graduation Reports  
Retention/MAP-Works/Academic Advising Website  
Student Affairs Annual Report/Websites (Including Career Development, Counseling Center, Health Services, Intercollegiate Athletics/Intramurals and Recreation, International Education, Judicial Affairs, Multicultural Affairs, and Student Life)  
Student Disability Services Handouts  
Student Disability Services Policies & Procedures  
Student Handbook  
Student Opinion Surveys  
Student Success/Retention Committee and Study  
Transfer Credit Appeal Form  
Transfer Credit Appeal Process Spreadsheet  
Western New York Athletic Conference (WNYAC) Reports?

## **Chapter 6**

### **Standard 10: Faculty**

Agreement Between the State of New York and United University Professions (UUP)  
ASC Faculty Performance Plan  
ASC Student Evaluation of Teaching Effectiveness  
Curriculum Development & Review Committee Charge and Minutes  
Dashboards--AS Website & SUNY  
Annual Reports  
Faculty Grants Awarded  
Faculty Orientation  
Faculty Resources Website (Including Advising, Map-Works, and Retention; Blackboard Resources; Clickers and Peer Instruction; Faculty Development; Faculty Handbook; Faculty Mentoring; IRB, and Professional Development)  
Faculty Senate Bylaws  
Faculty Senate Minutes, Standing Committees, and Membership  
Faculty Staffing Plan (Academic Plan)  
Individual School and Departmental Web Pages on the College Website  
List of Faculty  
Policies and Procedures Manual  
Professional Development Week Schedules  
Sponsored Program Activity  
SUNY Board of Trustees Policies

## **Chapter 7**

### **Standard 11: Educational Offerings**

Academic Affairs Website

Accreditation Self-Studies and Reports (Including ABET; NCATE; CSWE; ACS; AAAHC; ACEJMC; AAM; ASHA; CADE; CIDA; CHRIE; IACS; NAIT; NASAD, NASM; and NAST)

Admissions Website

Alumni Survey

AS Catalog

AS Strategic Plan

ASC CDR Request for Course Curriculum Submission Form

CAAP Critical Thinking Test

Continuing Education and Outreach Website

Curriculum Review and Development Committee Website (Including Course and Program Development Guidelines)

Facilities Master Plan

Five-Year Program Review Guidelines and Reports

Five-Year Reviews/Assessment of the Majors

Graduating Senior Exit Survey

Guidelines for General Education Courses

Hinkle Library Annual Reports

Hinkle Library Website

Information Management Assessment

Information Technology Services Reports

MOU Sorento Lingue

MOU SUNY, 2007

Periodic Review Report 2010

Professional Development Week Workshops

SUNY Guide for the Evaluation of Undergraduate Academic Programs

Syllabi Examples

Veteran's Support

Winter and Summer Session Survey Data

## **Chapter 8**

### **Standard 12: General Education**

### **Standard 13: Related Educational Activities**

Academic Affairs Website

Accreditation Self-Studies and Reports (Including ABET; NCATE; CSWE; ACS; AAAHC; ACEJMC; AAM; ASHA; CADE; CIDA; CHRIE; IACS; NAIT; NASAD, NASM; and NAST)

AS Catalog

AS Strategic Plan

AS General Education Triennial Updates and Closing the Loop to SUNY, Feb 2009  
Assessment and Institutional Effectiveness Website  
CAAP Critical Thinking Test Summary Report  
Campus Bookstore Website  
Continuing Education and Outreach Website  
Department/Program Assessment Plans  
Distance Education Policy  
Distance Education Procedures  
E-Learning Committee  
Faculty Resources Website (Including Advising, Map-Works, and Retention; Blackboard Resources; Clickers and Peer Instruction; Faculty Development; Faculty Handbook; Faculty Mentoring; IRB, and Professional Development)  
Five-Year Program Review Guidelines and Reports  
Gen Ed Summary Reports  
General Education Assessment Schedule  
General Education Plan  
General Education Rubrics  
General Education Website  
Help Desk  
Hinkle Library Website – Electronic Links  
Learning Center Website  
Professional Development Week Schedules (Including Conference Days)  
Strengthened Campus Based Assessment (SCBA)  
SUNY Guidelines for General Education Requirement Courses  
Syllabi Distance Education Courses  
Technology Services

# **TENTATIVE ORGANIZATION OF THE SELF-STUDY REPORT**

## **Executive Summary and Eligibility Certification Statement**

### **Introduction**

#### **Chapter 1: Mission and Goals**

Standard 1: Mission and Goals

#### **Chapter 2: Planning, Resources, and Renewal**

Standard 2: Planning, Resource Allocation, and Institutional Renewal

Standard 3: Institutional Resources

#### **Chapter 3: Leadership, Administration, and Integrity**

Standard 4: Leadership and Governance

Standard 5: Administration

Standard 6: Integrity

#### **Chapter 4: Assessment**

Standard 7: Institutional Assessment

Standard 14: Assessment of Student Learning

#### **Chapter 5: Student Admissions and Support Services**

Standard 8: Student Admissions and Retention

Standard 9: Student Support Services

#### **Chapter 6: Faculty**

Standard 10: Faculty

#### **Chapter 7: Educational Offerings**

Standard 11: Educational Offerings

#### **Chapter 8: General Education and Related Educational Activities**

Standard 12: General Education

Standard 13: Related Educational Activities

## **Summary of Findings and Recommendations**

## **Appendices**

## **EDITORIAL STYLE AND FORMAT**

*Documentation of sources:* APA Style

*Word processing program:* Microsoft Word for text, tables, and figures

Microsoft Excel for spreadsheets and graphs

*Fonts/Style:* Times New Roman, 12 point

*Headings:* Heading style 1

*Paragraphs:* Block style, left-justified

*Margins:* One inch

*Spacing:* Single-spacing

*Pages:* Use page numbers, bottom centered

*Length:* Working group chapters: 20 pages maximum

*Use of acronyms:* Write title out in full first time in Self-Study, including acronym in parentheses; second time and thereafter, use acronym

*Institution name:* Alfred State or Alfred State, SUNY College of Technology

## TIMETABLE

Activity	Due Date
Select Steering Committee Members	October 2012
Select Work Team Chairs	October 2012
Select Work Team Members	November 2012
Co-Chairs Attend Self-Study Institute	November 2012
Work Teams' Three Research Questions Reports Completed	December 2012
Steering Committee Charge to Work Teams	January 2013
Steering Committee Meetings	Monthly
Finalize Self-Study Design Draft	February 2013
Self-Study Design Draft Reviewed by President's Council, College Council, and Steering Committee for Their Feedback	February 2013
Self-Study Design Draft in Announce for Campus-Wide Review and Feedback	March 2013
Steering Committee and President's Council Approve Self-Study Design	March 2013
Self-Study Design Draft to MSCHE Liaison	April 1, 2013
Visit by MSCHE Liaison	April 25, 2013
Self-Study Design to Commission	May 31, 2013
Work Teams Review FE & Upload Documents in SharePoint	May 31, 2013
Work Teams Submit Outlines of Chapters	October 15, 2013
Steering Committee Reviews	October 31, 2013
Work Teams Submit Draft of Chapters	February 28, 2014
Steering Committee Reviews	March 21, 2014
Work Teams Submit Chapters	May 30, 2014
First Draft of Self-Study Report	July 31, 2014

Feedback of Self-Study Report Draft Due	August 31, 2014
Open Forums for the Campus Community	September 12, 2014
MSCHE Team Chair Preliminary Visit	TBD Fall 2014
Final Editing of Self-Study	November 14, 2014
Printing of Self-Study	December 31, 2014
Self-Study Submitted to Commission and Visiting Team Members	February 6, 2015
MSCHE Team Visit	TBD Spring 2015
Initial Response to Visiting Team's Report	Within Two Weeks of Receiving the Visiting Team's Report
MSCHE Action	July 2015

### **VISITING TEAM PROFILE DESCRIPTORS**

Based on the institutional character of Alfred State, SUNY College of Technology and the College's selection of the Comprehensive Model, the Steering Committee recommends the following descriptors for the Visiting Evaluation Team:

- Experience with both two-year and four-year academic programs
- Academic expertise in Associate in Occupational Studies (AOS) degree programs
- Academic expertise in technology education and accompanying programmatic accreditors (e.g., ABET, ACCE, ADDA, ADS, ASE, AVMA, CFP, CCNE, NLNAC, CAHIIM, AHIMA, NATEF, and NCRA)
- Familiarity with institutions affiliated with a large state-related system
- Familiarity with a faculty senate model
- Familiarity with institutions that focus primarily on teaching and learning rather than on research
- Insight into educating students who are underprepared for college study and/or beset with financial and/or other personal challenges