



ELMIRA COLLEGE

2018-2023 Strategic Plan Dashboard

The following dashboard displays the six Strategic Goals of the 2018-2023 Elmira College Strategic Plan and the objectives used to measure progress toward each goal. **This document shares an update on each objective's progress as of October 1, 2023, unless otherwise noted.**

Progress on Objectives is identified as:

- **In Progress - Needs Attention:** Indicates that additional attention and effort is needed if the 2023 target is to be achieved.
- **In Progress - On Target:** Indicates that this is an annual target that has been met for the current fiscal year OR that current activities are resulting in significant progress on this target and it is projected that the 2023 target will be achieved.
- **Target Achieved:** Indicates that the initiative(s) associated with this target has been institutionalized OR that this is a one-time target and has been achieved.

Details on the progress of each objective accompany the Dashboard on pages 5-14 of this document. Viewers may jump to objective-specific information by clicking on a linked objective in the tables below.

Due to varying reasons, some objectives may not have been addressed or were altered mid-plan. These objectives are marked with double asterisks (**) and additional details are available in the Dashboard Detail document.

2018-2023 Strategic Plan Goals and Objectives

A. Provide student-centered academic programs that graduate students who are analytical, critical thinkers, and civic-minded leaders prepared for success in graduate school and employment in diverse careers.

Objectives	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Develop and implement new part-time, non-credit and graduate programs	X			
Revise freshman year academic experience			X	
Develop and implement recommendations for academic program redesign			X	
Prioritize and support faculty role as academic advisors and mentors			X	
Prioritize and support faculty development initiatives			X	

Expand opportunities for faculty-student research and collaboration			X	
Promote cultural and intellectual engagement on campus			X	

B. Empower and engage students through comprehensive and inclusive co-curricular experiences that promote academic success, involvement in experiential learning, health and wellness, teamwork, and the development of global thinkers who are respectful and responsible leaders.

Objectives	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Coordinate Enrollment Management and Athletics Plans and programs that support the institutional mission		X		
Implement and integrate EC traditions relevant to today's students			X	
Develop, implement, and enhance career services programs that improve the overall student experience and graduation rate of students			X	
Establish and sustain a minimum cumulative Grade Point Average for each athletic team **				X
Develop process for the installation of a turf field on campus **				X

C. Recruit, enroll, and retain motivated students who exemplify the characteristics and ideals consistent with our mission.

Objectives	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Increase freshman and overall enrollment	X			
Improve freshman retention rate		X		
Improve diversity of application pool from a geographic and socioeconomic standpoint **				X
Promote coordinated recruitment between athletics and admissions		X		

D. Achieve and maintain financial viability using relevant data to maximize revenues, minimize expenses and build a sustainable capital budget that includes development of a campus master plan to improve accessibility and enhance the physical space of the college.

Objective	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Complete private placement of College debt			X	
Develop collaborative budget process		X		
Develop and implement an employee compensation plan		X		
Improve employee benefits and human resources efficiencies		X		
Develop a Campus Master Plan	X			
Develop a capital budget and reserves	X			
Enhance purchasing efficiency		X		
Benchmark financial ratios against NACUBO			X	

E. Cultivate and engage Elmira College's current and prospective stakeholders, specifically alumni, students, parents, foundations, corporations and community members in order to increase philanthropic support.

Objective	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Increase budget-relieving annual support of the College from all sources		X		
Increase the membership of the Board of Trustees & the Alumni Board to capacity			X	
Secure 10 new major or planned gifts of at least \$10,000 annually			X	
Improve the engagement of alumni from the most recent 30 classes		X		
Assess readiness and prepare for a potential major campaign		X		

F. Promote a campus culture that supports collaboration, effective communication, active engagement of the campus community, professional development, and outreach to the City of Elmira and surrounding area in an inclusive environment that respects its members.

Objective	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Establish regular communication with the entire Elmira College Community			X	
Engage with the City of Elmira and surrounding area			X	
Develop an employee program that focuses on wellness, professional development and loyalty to the College			X	
Redesign website and other electronic media to improve marketability and overall web, social media presence			X	

2018-2023 Strategic Plan Dashboard Detail

Updates on each objective's progress are as of October 1, 2023, unless otherwise noted.

Goal A. Provide student-centered academic programs that graduate students who are analytical, critical thinkers, and civic-minded leaders prepared for success in graduate school and employment in diverse careers.

Develop and implement new part-time, non-credit and graduate programs

- Added programs to meet the job demands in media, communications, digital arts and graphic design, and sports and information technology management; expanded undergraduate and graduate education programs
- Converted in-person MEd to asynchronous online
- Reduced graduate tuition and implemented a pay per credit model in graduate programs making part-time study affordable.

Revise freshman year academic experience

- Redesigned the Freshman Year Seminar (FYS) to offer a variety of compelling subjects
- Increased FYS's experiential learning component
- Added information literacy component to FYS

Develop and implement recommendations for academic program redesign

- Reduced total credit hour requirements for several majors
- Focus on professional preparation while strengthening soft skills through the General Education curriculum
- Advanced technology enhanced instruction (TEI) in programs

Prioritize and support faculty role as academic advisors and mentors

- Expanded the role of instructors and lecturers to include freshman advising
- Enhanced advisor training and support
- Implemented EAB Navigate for 360 degree academic support

Prioritize and support faculty development initiatives

- Provide financial support for professional development

Expand opportunities for faculty-student research and collaboration

- Provide financial support for faculty-student research and collaboration
- Provide financial support for faculty-student academic presentations
- Host regional research conference

Promote cultural and intellectual engagement on campus

- Provide stipends for guest speakers
- Offer pedagogical workshops
- Collaborate with regional businesses, colleges, and universities on joint programs

Goal B. Empower and engage students through comprehensive and inclusive co-curricular experiences that promote academic success, involvement in experiential learning, health and wellness, teamwork, and the development of global thinkers who are respectful and responsible leaders.

Coordinate Enrollment Management and Athletics Plans and programs that support the institutional mission

- When the 2018-2023 Strategic Plan was developed, Enrollment Management encompassed Admissions, Financial Aid and Student/Campus Life. Campus Life became a stand-alone division in 2021-2022. Since that time, the following progress has been made working collaboratively:
 - Created new student club, the Intercultural Student Athlete Alliance (ISAA), which is a joint initiative between Athletics and DEI
 - Held several jointly-sponsored student events (dodgeball, basketball, tug-of-war) Collaborated on Fall Welcome activities, where Athletics sponsors one Eagles After Dark program. Athletics supports Campus Life activities for Mountain Day with the cheer team during chanting/singing and participation in the run/walk to Quarry Farm
 - Athletics has representation on Campus Life committees, such as the Behavioral Intervention Team, Campus Safety Advisory Committee, Retention Team, and Crisis Management Team
- Created Soaring Higher Student Leadership program to foster and engage student leaders who will plan for leadership goals that extend past their time at EC.
- Established an Office of Diversity, Equity, and Inclusion and hired a full-time director. The Multicultural Center was also renovated into the IDEA Center (Inclusivity, Diversity, Equity, and Access) to serve as a gathering place for students of all backgrounds.
- Initiated a first-year, first-generation student mentoring program. Administrators and some faculty members serve as mentors to assist first-gen students successfully navigate their first year of college.
- Reorganized Consent Day into a Health and Wellness Fair, which has increased attendance and participation from students.

Implement and integrate EC traditions relevant to today's students

- Created pre-orientation programs to engage new students earlier than summer orientation and revised summer orientations to be more engaging for students
- Reintroduced college "beanies," which current students endorsed
- Added a spirit competition in the residence halls to Mountain Day tradition
- Joined Family Weekend and Octagon Fair, which also increased engagement with alumni by involving them as volunteers during weekend events
- Re-established an EC Parent Council
- Every class now has two Patron Saints to advise and guide the class through leadership, fundraising, and events

- May Day was returned to May Days, offering a full week of engaging activities, and both Midnight Breakfast and Finals Countdown are once again offered as events in the dining hall

Develop, implement, and enhance career services programs that improve the overall student experience and graduation rate of students

- College was awarded two related grants: (1) two interest inventory tools; (2) Handshake, the premiere job recruitment tool for higher education
- Redesigned the student workstation
- Added a conference room for career preparation and mock interviews
- Added a Career Closet for education and to outfit students for job interviews

** Establish and sustain a minimum cumulative Grade Point Average for each athletic team

- After further review of this objective, it was deemed ineffectual as written. Academic Affairs, Campus Life, and Athletics are moving forward with using the athletics eligibility GPA as a benchmark, combined with goal-setting for students who may be in danger of falling below that benchmark. This effort will have a greater impact on students while also helping with retention.

** Develop process for the installation of a turf field on campus

- While a turf field feasibility study was in process in FY20, the anticipated expense combined with COVID-19 halted that work indefinitely. A turf field facility will be revisited in the 2023-2028 strategic plan.

Goal C. Recruit, enroll, and retain motivated students who exemplify the characteristics and ideals consistent with our mission.

Increase freshman and overall enrollment

- Freshmen and Transfer enrollment has not increased during the years covered under the 2018-2023 strategic plan.
- New student enrollment has declined during this period with a low of 153 NFT students and 29 transfers enrolled in the 2021 cohort.
- Goals of the 2018-2023 strategic plan included building to 300 newly enrolled undergraduate students annually.
 - A review and evaluation of market share opportunities in fall of 2021 resulted in a change to the enrollment plan and subsequent projections.
 - New undergraduate enrollments were set for 2022 with a target of 210 students.
 - Actual new student enrollment for 2022 was 204 or 97% of target enrollment.
 - Subsequent enrollment projections indicate growth in new Undergraduate enrollment including a target of 230 for fall of 2023.

New First-Time	2019	2020	2021	2022	2023
Applications	1,839	1,564	1,513	1,706	2,508
Accepts	1,474	1,417	1,297	1,397	1,915
Yield	217	173	153	172	164

Transfer	2019	2020	2021	2022	2023
Applications	110	107	107	132	254
Accepts	71	77	58	71	110
Yield	40	28	29	32	39

New UG	2019	2020	2021	2022	2023
FR + TR	257	201	182	204	203

Improve freshman retention rate

- First-year student retention rate from Fall 2022 to Fall 2023 is 74%. The previous two years were 78% (2021) and 72% (2020). In 2019, the retention rate decreased to 69% due to factors related to the coronavirus pandemic.
- Overall undergraduate student retention rate for 83% this year, as compared to 87% last year.
- The retention rate for first-year students in diverse populations increased dramatically last year to 66% from 48% in 2021 and 51% in 2020; however, this year our Fall 2022 to Fall 2023 retention rate for diverse populations has decreased once again to 51%.
- The Retention Team, established in 2020, monitors student attrition, examines trends, and plans strategies to address retention gaps to improve student persistence and success.

** Improve diversity of application pool from a geographic and socioeconomic standpoint

- Over the prior 4 years, the geographic diversity of the New Full-Time applicant pool has shifted slightly:
 - A higher concentration of applicants from the primary feeder states of New York and Pennsylvania during the years of high COVID impact (2020 & 2021)
 - While applications from New York state represent the majority of Elmira College's applicant pool, there has been an increase in application distribution outside of

the state for the 2022 cycle. This continued into the 2023 enrollment year with increased recruitment of international applicants..

- 2023 demonstrated an increase in geographic diversity with 54% of students applying from primary feeder states (down from 60% in 2021) and a similar decline among the percentage of applicants from the Mid-Atlantic region to which the primary feeder states belong.

Geographic Diversity: Applications

Primary States	2023	2022	2021	2020	2019
NY	48%	52%	55%	55%	54%
PA	6%	5%	5%	4%	5%

Applications by Region

Mid-Atlantic	60%	62%	64%	65%	65%
New England	7%	10%	8%	9%	10%
Midwest	2%	2%	3%	1%	2%
Southeast	2%	4%	3%	4%	3%
South	1%	1%	2%	1%	2%
West	3%	3%	4%	4%	2%
Other US		1%	0%	0%	0%
International	25%	18%	17%	15%	16%

- Socioeconomic Diversity: Since 2018 the % of incoming NFT students with demonstrated financial need has remained between 85% and 86% with the exception of 2021 which saw a spike to 92%.

	2018	2019	2020	2021	2022
% of NFT w/ Financial Need	85%	86%	86%	92%	86%
% of Need Met	80%	80%	76%	75%	77%

*data for Financial Aid are reported 1 year out due to Fin-Aid reporting standards

Promote coordinated recruitment between athletics and admissions

- Admissions assigns an admissions staff member liaison to Athletics to keep the coaches and athletics staff informed of admissions initiatives.
- The admissions liaison provides updates for coaches on students status within the admissions pipeline including current decisions and any outstanding items for acceptance.
- Admissions operations assists coaches to track the status of their applicants within the CRM.
- Athletics has designated a head coach to attend the weekly admissions meetings in order to keep their staff apprised of developments within admissions and to seek out points of intersection between the two offices.

- Admissions assist with athletic recruits visiting coaches by setting up campus tours, classroom/faculty meetings, and by meeting with admissions staff after tours to provide additional information.
- Coaches provide post-tour support for admissions staff during times with recruitment staff are on the road.
- Admissions provides virtual interview/information session for students who cannot make it to campus or as follow up after a tour or to better understand financial packaging
- Admissions provides early scholarship reads for prospective athletic recruits
- Slate access and reports created by the operations staff and are provided to coaches to help track their students.

D. Achieve and maintain financial viability using relevant data to maximize revenues, minimize expenses and build a sustainable capital budget that includes development of a campus master plan to improve accessibility and enhance the physical space of the college.

Complete private placement of College debt

- The College was under a significant debt service represented by bonds issued nearly 10 years prior to finance two major capital projects. The restructuring of this significant debt was accomplished first in early (fiscal) 2019 when the College reduced the \$42 million in indebtedness due on the bonds to \$9.75 million in newly issued notes, and more recently when the balance on these new notes was reduced to less than \$4.1 million.

Develop collaborative budget process

- Beginning with the FY24 budget process, the College aims to simplify its account structure. This is projected to help department heads get a better grasp of their budgets by reducing the number of budget line items they need to manage. The College also hopes to start this process earlier than the FY23 and earlier budget processes. This will give senior officers more time to Plan with their department heads for the next year's expenditures.

Develop and implement an employee compensation plan

- Beginning in FY22, starting salaries for new positions are now benchmarked against the College and University Professional Association (CUPA) payroll averages/medians for that position, the geographic region, and size of the institution.
- At the beginning of FY22, an annual employee review process was launched.
- At the beginning of FY24, the College implemented a promotion and merit-based compensation plan for full-time faculty.

Improve employee benefits and human resources efficiencies

- The Associate VP of Human Resources now reports directly to the president. This change will enable the department to implement policies and procedures in support of the College's strategic plan and promote consistent personnel practices across campus.

Develop a Campus Master Plan

- A Campus Master Plan is in development that will address Elmira College's geographic footprint, capital repairs, and a schedule for planned repairs and maintenance of the campus.
- An ad hoc real estate committee of the Board of Trustees has been established to evaluate property holdings, and identify strategic locations for purchase, as well as owned properties that fall outside Elmira College's planned sphere of influence. Properties outside of the sphere of influence will be liquidated.
- The College began a campus wide roof assessment in the Fall of 2022. This is the first step in creating a multi-year/multi-decade capital repair and maintenance schedule.

Develop a capital budget and reserves

- The intent of the capital budget for FY24 will be to create a project-based budget that addresses capital improvements in a strategic nature. Priority will be given to projects that would affect the safety and security of the campus, followed by projects that would create greater financial outlays in the future if not immediately addressed. There will also be a reserve fund created for critical emergencies, such as FY22's water main break and Kolker Hall flooding.

Enhance purchasing efficiency

- Several new partnerships have been introduced to improve purchasing efficiency, including partnerships with Staples, Amazon, and BrandU.
- We will introduce a virtual marketplace highlighting vendors that most benefit the College through discounts and rebates in FY23.

Benchmark financial ratios against NACUBO

- Upon the completion of the redesign of the chart of accounts (CoA), Elmira College will update its internal financial statements to reflect the new CoA. With this update, a new section will be created in the financial statement template to track critical financial ratios for the Institution. These ratios will then be compared against NACUBO benchmarks, as well as the ratios of peer institutions, to assess the College's financial strengths and weaknesses, as well as develop plans for improved financial stability.

E. Cultivate and engage Elmira College's current and prospective stakeholders, specifically alumni, students, parents, foundations, corporations and community members in order to increase philanthropic support.

Increase budget-relieving annual support of the College from all sources

- FY22 Annual Giving exceeded the \$1.15 million goal by \$179,114, ending the FY at \$1,329,114.00.
- Re-established Parent Council during Family Weekend 2022.
- FY23 Annual Giving goal was \$1.5 million, and the College raised \$1.345 million.

- In FY23 we saw fewer donors and more endowed gifts which resulted in lower budget-relieving gifts.

Increase the membership of the Board of Trustees & the Alumni Board to capacity

- The Board of Trustees started FY23 with 19 members.
- The Board of Trustees ended FY23 with 20 members; maximum capacity is 25 members.
- The Alumni Board started FY23 with 29 members.
- The Alumni Board is at full capacity at the end of FY23, with 30 members.

Secure 10 new major or planned gifts of at least \$10,000 annually

- During FY22 we received 44 major or planned gifts of \$10,000 or greater, 12 were new.
- During FY23 we received 39 major or planned gifts of \$10,000 or greater, 12 were new.

Improve the engagement of alumni from the most recent 30 classes

- In-person events in FY20 and FY21 were limited due to COVID. In FY22 there were three in person events with 14 in-person events and 4 alumni zoom events held in FY23.
- End of FY22 there was a 37% increase in giving from recent classes; 371 donors in total.
- FY23 had a decrease from FY22 in participation; 313 donors in total.

Assess readiness and prepare for a potential major campaign

- Six potential campaign priority areas were developed in FY22. These priorities were vetted through Senior Officers, the Long Range Planning Committee, the Board of Trustees, and via a survey to alumni, students, and employees.
- A firm was engaged in July 2022, to complete a major campaign feasibility study, with the final report presented in February 2023.
- Final Feasibility Study reported a campaign of \$8-\$10 million is feasible with investments in developing relationships, narrowing priorities, and clearer goals within each priority.
- EC will spend the FY24 and FY25 building relationships, finalizing a case for support, and preparing to launch a comprehensive campaign.

F. Promote a campus culture that supports collaboration, effective communication, active engagement of the campus community, professional development, and outreach to the City of Elmira and surrounding area in an inclusive environment that respects its members.

Establish regular communication with the entire Elmira College Community

- In November 2018, Chat with Chuck was launched to provide an opportunity for employees to gather and chat with President Lindsay as well as other faculty and staff they may not see on a regular basis. While COVID-19 impacted the College's ability to host the events, they were reintroduced in the spring of FY22 and moved to a campus location versus the President's home on Euclid Avenue. FY19 = 3 events; FY20 = 2 events; FY21 = 0; FY22 = 2; FY23 = 2;

- During COVID, Employee Virtual Town Halls were started as a way to provide regular updates to employees. While on a less frequent basis, the Town Halls have continued post-COVID. FY22 = 6; FY23 = 6 events.
- A State of the College event was hosted for students and employees in March 2023.

Engage with the City of Elmira and surrounding area

- While COVID-19 negatively impacted in-person interactions, EC students continued to complete internships in Elmira and surrounding areas with organizations such as the Clemens Center, Economic Opportunity Program, Arc of Chemung, Fagan Engineers, Hilliard Corporation, Chemung Canal Trust Company, Tanglewood Nature Center, Chemung County Department of Social Services, and Animal Care Sanctuary.
- The General Education requirement remained intact, with all full-time students continuing to complete a minimum of 60 hours of Community Engagement prior to graduation. A new partnership was created with Eldridge Park for the First Year, First Service event in September 2021-2022 and 2022-2023, with an additional service day hosted at the Park in May 2021. There was an increase in local agencies attending the annual Community Engagement Fair from 34 in 2021 to 44 in 2022.
- In August 2022, the College hosted a Tri-County Chamber of Commerce Business After Business. More than 100 people attended the event, representing Elmira College, the Chemung County Chamber of Commerce, Corning Chamber of Commerce, and the Watkins Glen Chamber of Commerce..
- Elmira Downtown Development hosted an Alive After Five event on the EC Campus during Family Weekend in 2021 and 2022.

Develop an employee program that focuses on wellness, professional development and loyalty to the College

- The Office of Human Resources launched an annual Employee Satisfaction and Engagement Survey in March of 2021. The survey was implemented again in September 2022. Key takeaways from the 2022 survey include:
 - 70% of employees reported knowing what Elmira College's overall mission and values are, compared to 61% in 2021.
 - 48% of employees reported that they have a feeling of stability working for the College, compared to 18% in 2021.
 - 58% of employees reported that they trust their co-workers and colleagues, compared to 53% in 2021.
 - 75% of employees agree or strongly agree that they enjoy working at Elmira College, compared to 62% in 2021.
- The Office of Human Resources launched an annual Employee Wellness Fair in November 2022.

Redesign website and other electronic media to improve marketability and overall web, social media presence

- A website redesign project was contracted in December 2021, and the new site launched September 13, 2022.

- From November 2022 - June 2023, the total organic traffic to the website increased from 7.1K in November to 9.1K in June. The average traffic was 8.44K.
- From July 2022 - June 2023, the total keyword footprint for the .edu site increased 18%, with a 115% increase in page 1 rankings.
- A visual brand refresh and development of a new brand narrative was completed in September 2021. The visual rebrand brought the College's colors back to the more traditional purple and gold versus the blue/purple and metallic gold implemented in 2016. Response from the EC community, particularly alumni, was positive. A social media branding campaign focused on introducing the new brand narrative ran in February 2022, and again received positive feedback and strong engagement from students, employees, and alumni. Marketing materials and social media collateral were updated with the refreshed visual brand and new brand narrative.