

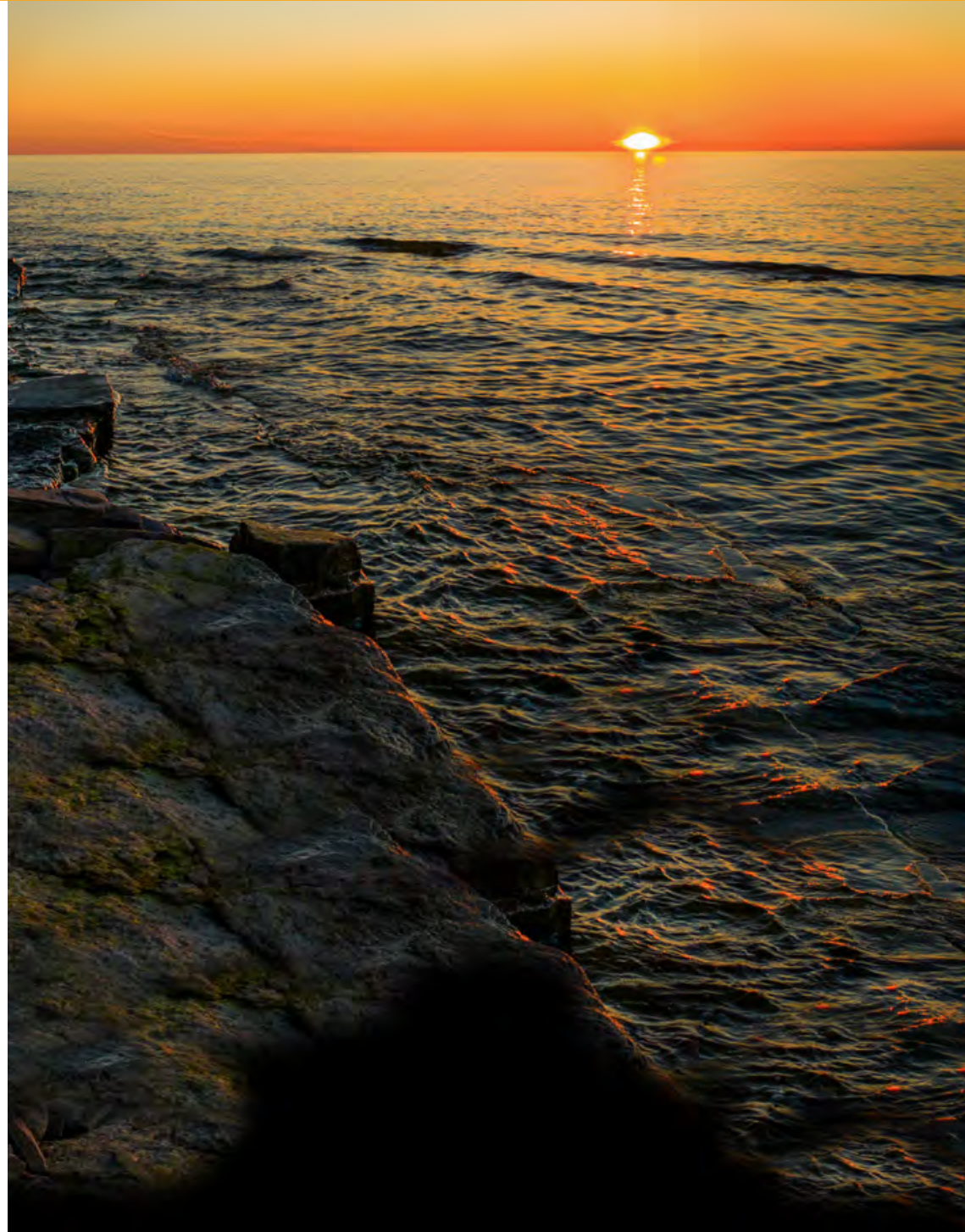


# Onward, Upward...Oswego Forward

2020 - 2021 SUNY OSWEGO ANNUAL REPORT

# ONWARD, UPWARD...OSWEGO FORWARD

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# ► President's Message

The State University of New York at Oswego stayed true to our mission and our planned path forward over the past year, even in the midst of the global pandemic. This 2020-2021 Annual Report showcases our resiliency and purpose and the collective actions exhibited by our students, faculty, staff and administrators to preserve a safe, active, and mission-driven environment; deliver resourceful, collaborative, innovative and creative solutions; and remain steadfast in our commitment to higher learning and student success.

While the goal of an Annual Report is to collect and present the outstanding items of excellence and progress of the institution, we simply cannot overlook the **extraordinary efforts undertaken to protect and preserve our college community** in all its unique character during COVID-19. At SUNY Oswego, we pressed onward.

Every one of us played an important role in an ongoing effort to manage and mitigate COVID on our campus and in our communities. We crossed the first of many “finish lines” and are part of a loyal band of Lakers who shielded SUNY Oswego and our supportive community from the spread of this harsh disease. We tested intensely; we instituted countless new measures to protect the members of our campus and the neighboring community of Oswego; we paused and returned to in-person learning; and we displayed to others that when we pull together, care for one another and follow the rules and guidelines, we can make an incredibly positive difference.

Our faculty challenged our students in all types of academic modalities; and our staff remained ever vigilant, relentlessly focused on doing whatever it took to ensure the health and safety of our entire campus community while preserving and delivering face-to-face living and learning opportunities and activities for our students. **Our good character, tenacity and strength as Lakers prevailed.**

We never looked back. Simply put, we persistently looked forward... Oswego Forward. In addition to delivering in-person instruction, the college created Oz Spots for students to safely gather and engage in limited group settings with friends and fellow students; we turned the Marano Campus Center arena into a temporary fitness center; announced the return of intercollegiate sports this spring; and worked proudly and profusely to deliver eight in-person ceremonies

in May 2021 — a memorable experience that members of the graduating Class of 2021 so richly deserved. We also took swift action to safely vaccinate our students and our external community last spring and throughout the summer in anticipation of the fall 2021 vaccine mandate.

Many of the projects and initiatives listed throughout this report **highlight SUNY Oswego's future-oriented DNA, our commitment to academic and student success, and our efforts to sustain the institution for generations to come.**

Our students, faculty and staff received countless awards and were recognized nationally for their exceptional talents and scholarship. The campus continued to shine as vital capital projects progressed this past year, further supporting decades of deliberate planning around campus renewal. And our endowment reached record-breaking heights, climbing to \$56.7 million at year's end. All of these accomplishments were further evidenced by SUNY Oswego's rising academic reputation and impressive rankings, which continued to reverberate across the state of New York, throughout our nation and around the globe.

When we choose to surmount the problems in front of us, we often find that we do it with a grace and with beneficial outcomes that we never even imagined. As we look forward to the coming year and the subsequent years ahead, there is still a societal need for education — the intrinsic experience of learning to transform ideas and purpose and action. And we at SUNY Oswego are the people who are blessed with the opportunity and responsibility to provide just that.

**SUNY Oswego is an inspiring place because of all of us.** Our pride is justified in how well we've done and how far we've come, but life will force us onward. To stay strong, we will have to work as hard as we have been working; giving our all; applying the full capacity of our intellects; contributing our infinite and fascinating variety; and telling the world about higher education as it exists in a place like SUNY Oswego, that understands itself, that is true to its ideals, that develops a future and serves students and student success so well.



# Oswego by the Numbers

## Total Enrollment: 7,636 students

- 6,673 undergraduates; 93% are full-time/7% are part-time
- 963 graduate students; 38% are full-time/62% are part-time

## Fall 2020 First-Year Student Stats:

- Distribution of Fall 2020 Class by college/school:
  - College of Liberal Arts and Sciences: 43%
  - School of Business: 16%
  - School of Education: 16%
  - School of Communication, Media and the Arts: 12%
  - Undeclared: 13%
- Average undergraduate SAT/ACT/GPA: 1100/23/88
- 41% of Fall 2020 first-year students received a four-year renewable SUNY Oswego scholarship



**30%** of total student body and **38%** of the fall 2020 entering class (including international students) self-identified as Hispanic, African-American, Asian, Native American, Pacific Islander or multi-ethnic

## Outcomes

Fall 2016 Cohort 4-Year Graduation Rate as of Fall 2020: **55%** (5-year programs removed)

Fall 2019 Cohort Retention Rate as of Fall 2020: **81.6%**

## Class of 2020 First Destination Outcomes as of Fall 2021:

- 96% Employed and/or Continuing Education
- 84% of those working full-time are in their field of choice.
- 84% work in New York State

## Economic Impact on Region

### Largest Public Employer in Oswego County



- 4,011 full-time, part-time and student employees in 2020 - 2021 (Data current as of July 29, 2021)
- 62% of non-student employees lived in Oswego County (Data current as of July 29, 2021)

### Campus Renewal and Capital Projects



- Over the past 5 years of campus renovations and new construction, SUNY Oswego's capital plan projects exceeded **\$92 million** and injected over **\$61 million** into New York's economy

### Research Dollars in Action

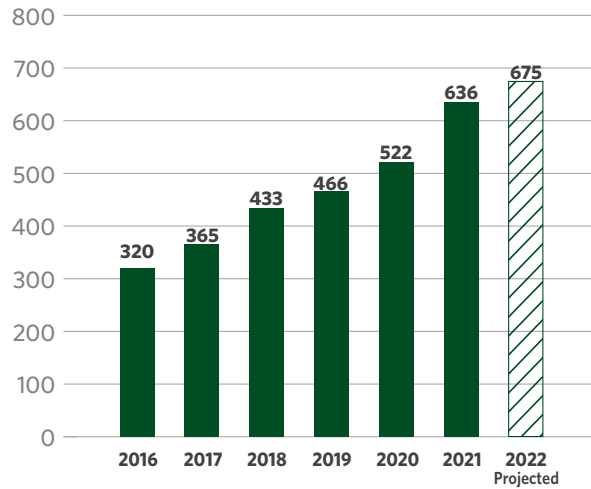


- **\$4.3 million** in federal, state and private support
- More than **\$1 million** invested in campus support for teaching, research, experiential and pre-professional learning opportunities

# Student Scholarships and Endowment

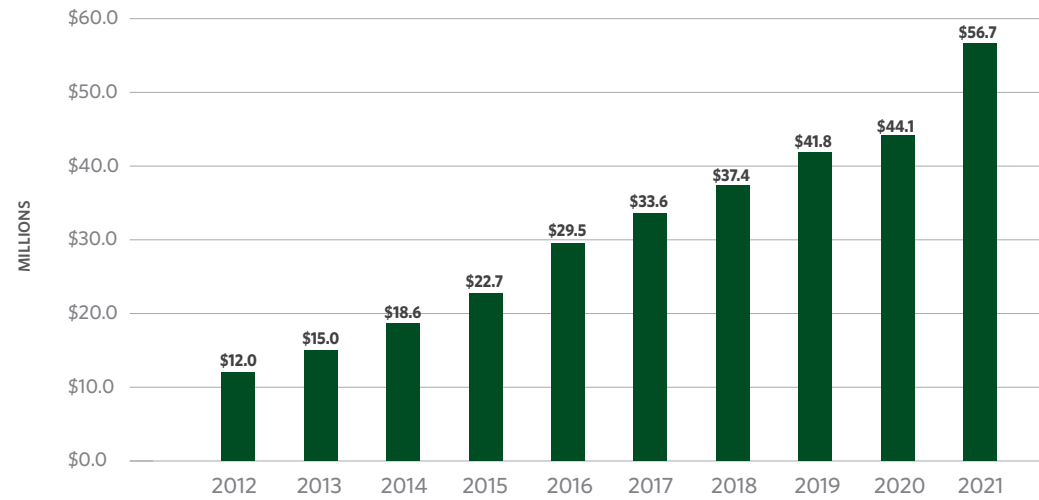
**OSWEGO COLLEGE FOUNDATION, INC.**  
**Number of Donor Funded Student Scholarship Recipients**

Years Ended June 30



**OSWEGO COLLEGE FOUNDATION, INC.**  
**10-year Growth of Endowment**

Years Ended June 30



Nearly **75%** of all 2020-2021 students enrolled received a total of more than \$80 million in aid (scholarships, grants, and loans)

In fiscal year 2020 - 2021, the college raised a total of **\$8,056,562**



## **Our Mission Includes All**

SUNY Oswego is committed to continuous improvement and to taking action that will help the college best educate, serve and advance its students — all students.

### **Mission**

*SUNY Oswego contributes to the common good by lighting the path to wisdom and empowering every person in the college community to pursue meaningful lives as productive, responsible members of society.*

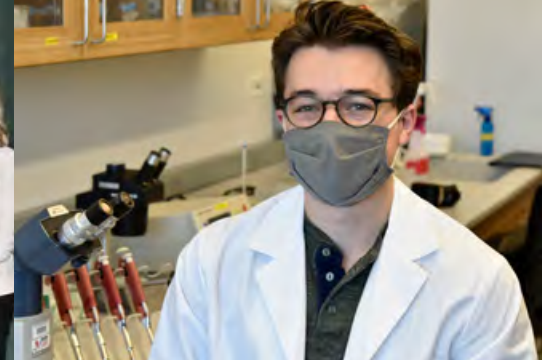
### **Vision**

*Inspired by a shared commitment to excellence and the desire to transcend traditional higher-education boundaries, SUNY Oswego will be a premier institution that provides a transformative experience to a diverse body of students, empowering them to live ethical and meaningful lives and build a better world.*



# Student & Graduate Success

*SUNY Oswego graduates are nimble, resilient, resourceful and inventive. They become active and loyal alumni with high levels of personal fulfillment and economic security. SUNY Oswego students and graduates provide their communities with intellectual capital, professional expertise and ethical service.*



## Our Students: Excelling On and Off Campus

At SUNY Oswego, we put our students' success at the core of all we do. Our students and graduates excel because of the knowledge, hands-on experiences gained through the opportunities they are afforded at Oswego. It is why we are honored to recognize the accomplishments and accolades of some of the many students who have excelled across the institution and received notable awards and recognitions throughout the 2020-2021 academic year.

- **2021 SUNY Chancellor's Award for Student Excellence** – SUNY Oswego biology major Christian DiBiase earned a [SUNY Chancellor's Award for Student Excellence](#), the highest such recognition in the statewide system, for outstanding work spanning classrooms, research labs and fieldwork to help others. DiBiase, who holds a perfect 4.0 grade-point average while tackling demanding academic programs in his biology major and chemistry minor, has maximized his opportunities inside and outside the classroom.
- **Two selected for SUNY Oswego Outstanding Senior Awards** — Koushank Harinder Singh Ahuja of Faridabad, India, and Olivia Colon of East Durham were selected as the Oswego Alumni Association's [2021 Outstanding Senior Award recipients](#).
  - ▶ Ahuja maintained a 3.93 GPA with a double major in psychology and in broadcasting and mass communication. He plans to work for Snap Inc.'s People Team this summer before eventually enrolling in graduate school to study marketing.
  - ▶ Colon is a biochemistry major, who will graduate with a 3.77 GPA. She will attend Lake Erie College of Osteopathic Medicine's Doctor of Osteopathy Program in the fall.
- **Newman Civic Fellow** — Dedication to celebrating Black history and culture and ongoing commitment to improving the lives of others earned SUNY Oswego junior accounting major **Samisha Elysee** the [Newman Civic Fellowship](#), a national honor. Campus Compact, a national coalition of more than 1,000 colleges and universities committed to the public purposes of higher education, coordinates the yearlong fellowship program that provides training and resources to future leaders.
- **Student earns award supporting year-long teaching opportunity in Austria** — Michelle Diblasio [earned a prestigious Fulbright award](#) (via the English Language Teaching Assistantship Program of the Austrian Ministry of Education, Science and Research) to teach in Austria. Graduating in May with dual majors in adolescence education with a concentration in German, and in German language and literature, Diblasio will serve as an informal cultural ambassador and promote mutual understanding between the two countries.
- **Norman R. McConney Jr. Award for Student Excellence** — SUNY Oswego wellness management major Fadi Gaye was one of 45 students in SUNY's Educational Opportunity Program (EOP) to [receive the statewide Norman R. McConney Jr. Award for Student Excellence](#), recognizing ability to overcome obstacles to achieve success. "Despite the odds, Ms. Gaye exceeds the qualifications of this award and truly embodies the resilient grit necessary to be a trailblazer," Grace Maxon-Clarke, academic planning counselor for Oswego's EOP office wrote in the nomination. Her story embodies the spirit of our EOP student population as well as reflects on the service and strength of the esteemed Norman R. McConney.



- WNYO, WTOP earn awards through teamwork, initiative, adaptability** — While COVID-19 has altered many routines, changes did not stop the ongoing tradition of student-run [WNYO 88.9 FM and WTOP-10 TV from earning awards](#). The New York State Broadcasters Association recognized WNYO with a pair of college radio awards. Zac Case earned the Outstanding Social Media Personality and “WNYO Sports Hour” with Brandon Ladd and Aaron Valentino winning Outstanding Radio Show. WTOP won college TV Outstanding Sportscast for a men’s basketball game vs. Cortland in February 2020.
- Two students win Eugenio Maria de Hostos Scholarships** — The Latino Student Union [announced this past fall](#) Jayvana Perez and Yadi Aranda Burgos as this year’s recipients of the Eugenio Maria de Hostos Scholarship. Perez is a junior majoring in criminal justice and communications with social interaction and minoring in human development. She is the madam president of the Latino Student Union, a peer health educator and a sexpert with the Deans of Students Office while also being a resident assistant for Cayuga Hall. Burgos is a junior majoring in criminal justice and human development with a minor in forensic science. She is the president of the Caribbean Student Association, treasurer for Two and a Half, director of programming for Women’s Center and vice president of membership for Alpha Phi Omega.
- Students advance to statewide business competition** — Two SUNY Oswego students [advanced in April to a statewide business plan competition](#) after success in the CNY Competes regional event. Senior meteorology major Daniel Maslowski placed first in the emergency and first responder category with SWTRS (Severe Weather Threat Ranking System) which also won SUNY Oswego’s Launch It competition. Jeff Evans, a master of business administration student through a partnership with his employer SRC Inc., placed second in the consumer and business products category to advance for his invention, the wiNest.
- Faculty-student video collaboration earns national award** — A video project last spring by SUNY Oswego communication studies faculty member Michael Riecke and 2020 graduate Jack Geddes took an unexpected detour but still found the road to a national award. [“Broadcasting at SUNY Oswego: Become a part of our legacy”](#) earned a Gold award (the highest honor)



*Jayvana Perez (left) and Yadi Aranda Burgos, recipients for the Eugenio Maria de Hostos Scholarship*



*Junior accounting major Samisha Elysee earned a 2021 Newman Civic Fellowship.*

in the Educational Advertising Awards in the Digital Video Category. As good as the video is, the backstory might be even better. “The fact that Jack and I were able to pull it off seemed somewhat miraculous,” Riecke said of the video that became a key part of last April’s Admitted Student Day for the School of Communication, Media and the Arts. When they began work, they had no idea a worldwide pandemic would force them to change course — and, with student recruitment going virtual, the piece would be more crucial than they ever imagined.

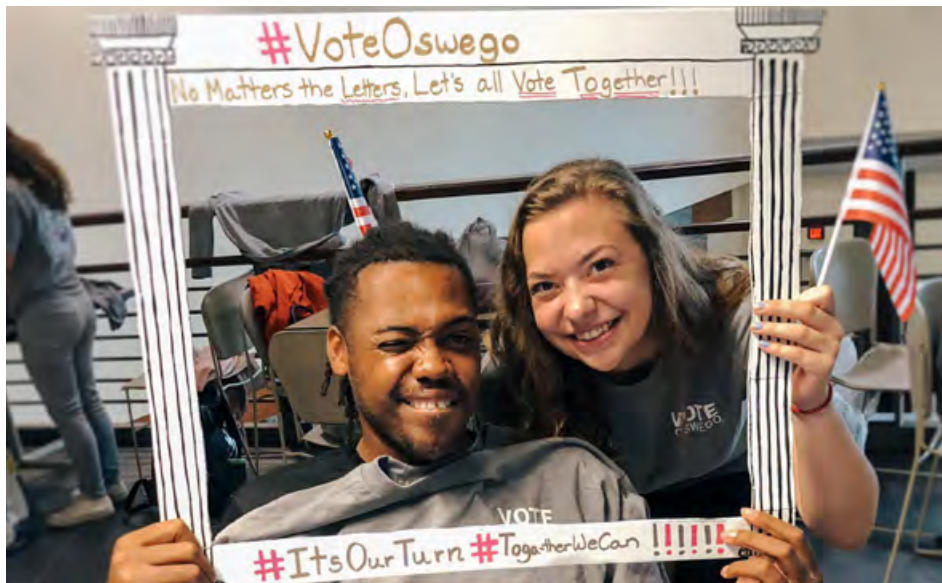
- **Oswego theatre students win Kennedy Center festival awards** — Several SUNY Oswego students took home honors from the virtual version of the recent [Kennedy Center American College Theatre Festival Region 2 Conference](#). Our students were competing with other student artists from across eight states, and SUNY Oswego was by far the most honored program in dramaturgical submissions. Honorees included:
  - › James Hough, Outstanding Dramaturgy on the National Playwriting Program One-Act play “Strategy” ([view his work](#))
  - › Kuvar Bhatnagar, Hough and Dominique Baker-Lanning, Outstanding Collaborative Dramaturgy for their work on SUNY Oswego’s production of “She Kills Monsters” ([view their work](#))
  - › Ryan Ricketts, Bhatnagar, Mallorie DeVisser and Anastasia West, Achievement in Dramaturgical Lobby Design for their work on the virtual lobby for SUNY Oswego’s production of “The Misanthrope” ([view their work](#))
  - › Chloë Hill, Bhatnagar, Hough and Rachel Monson, Certificate of Merit for dramaturgical work on the Collaborative Theatre Challenge concept for “Grenadine”
- **Oswego students sweep top awards for elevator-pitch competition** — Three SUNY Oswego students [swept the top awards in an elevator-pitch contest](#) for Central New York college students. Kamal Morales, a junior double majoring in public relations and theatre, took first prize. Second place went to John Owens, a junior majoring in computer science. The third-place winner was Nirdishtha Sapkota, a senior double majoring in journalism and art interaction design with a minor in creative writing. The contest was sponsored by the Central New York Career Development Association (CNYCDA), which consists of 12 schools.



*Student Ricky Strachan with his book of poetry “Things Cupid Whispered.”*



*Senior theatre major Rachel Leotta*



Students participate in VoteOswego.

## Supporting Our Students and Investing in Their Success

Throughout the past year, our faculty, staff, alumni and friends of the college have invested time, energy and financial resources to support student success, provide a caring campus culture, and engage in deliberate efforts to recruit, retain and graduate a talented and diverse student body. Highlights of these efforts, unfolding amidst a global pandemic, include:

- **Student research assistant wins library award** — Awa Dembele, criminal justice and sociology major and a Peer Reference Assistant at Penfield Library, received SUNY Oswego's [2021 Northern New York Library Network Outstanding Student Employee award](#). In her role as a Peer Reference Assistant at the library, Dembele shares her skills and positivity with fellow students and helps empower them to become better researchers themselves.
- SUNY Oswego senior theatre major Rachel Leotta was featured in a [virtual duet with Broadway star](#) and recording artist Mandy Gonzalez as part of a free online concert on September 29. The virtual performance was part of the college's annual ARTSwego Performing Arts Series and the ALANA (African, Latino, Asian and Latin American) Student Leadership Conference.
- For SUNY Oswego student Rickey Strachan, his recent publication of a [book of poetry titled "Things Cupid Whispered"](#) was a labor of love — in more ways than one. Although the book, a collection of poems on different aspects of love, was published in January of this year, its origins go back much further. Strachan wrote poems throughout his high school years, with poetry dedicated to his past crushes, or to his friends.
- The Office of Career Services mobilized a pro-active and highly customized system of support to help members of the Class of 2020 move forward, have hope, and assure them that SUNY Oswego cares deeply about their future success. The backbone of this effort was consistent, meaningful, customized, and action-oriented communication with each student. Each week through the entire summer, we sent out newsletters to every student, customized by career path and offered our new graduates customized information appropriate to their major and corresponding to our industry model categories: Business; Education, Public & Human Services; STEM & Healthcare; and Communications, Media and the Arts.
- Academic Affairs and Student Services, with the assistance from the college's Campus Technology Services (CTS), implemented the chatbot: **AskOz**. A new feature on the SUNY Oswego campus, AskOz utilizes Artificial Intelligence to hear the voices of students at scale and uncover insights on areas that are hard to measure, like a student's sense of belonging, health and well-being. AskOz "chats" with students through texts about their college experience and identifies helpful on-campus resources if a struggle is detected.
- The campus's **Inclusive Access program**, which offers students and faculty lower cost, first-day access to textbooks and classroom materials, grew by over 200% during the pandemic. More than 500 sections in fall 2020 and spring 2021 used electronic materials in their courses, resulting in measurable savings.
- The School of Business created the SUNY Oswego [Innovation Challenge](#), which established a virtual workspace where students, faculty, staff and alumni worked together on innovative ideas to solve business or social problems, while building entrepreneurial skills. Set up for three stages

(ideation, venture bridge, pitches and partnerships) over the course of four months, the challenge was built on the popular annual Launch It student entrepreneur competition.

- The School of Business also hosted the virtual **Laker Leadership Series**. Oswego alumnus Robert Moritz '85 (Global Chair of PwC and Oswego College Foundation Board of Directors member) gave a series of lectures on the business impact of COVID-19 and described the challenges the world is facing today. The lectures were attended by over 300 students, faculty, staff and alumni, during which Moritz shared some tips on how we can tackle the problems to reinvent the future and advance the world we want to have.
- Collaboration with Vote Oswego provided a civic opportunity for Art and Political Science students to strategize and implement [voter registration and get out the vote campaigns](#). Students created print media, social media graphics, and collaborated with the campus marketing and communication department on creating short videos and weekly emails that were sent out to the whole campus community.
- **"Get Out the Vote Film Festival"** — Filmmaking classes and around 90 students in all worked together to create [17 public service announcements](#) (PSAs) about the importance of being registered to vote and voting, encouraging civic engagement while honing their craft. Students from CRW 301: Intermediate Screenwriting class collaborated with students from

CSS 336: Cinematography and CSS 337: Motion Picture Editing, and both classes worked with Allison Rank, a political science faculty member who spearheads the college's non-partisan Vote Oswego civic engagement effort.

- **The Oswego Technology Student Association** engaged in national competitions demonstrating technical, leadership and professional skills at the Technology and Engineering Educators Collegiate Association competitions. Students from the Department of Technology competed at the International Technology and Engineering Educators' Association Conference in March 2021, bringing home 2nd place finish in the Robotics and 3rd place finish in Problem Solving.
- **Be Well at Oswego**, a First-Year Signature course geared towards first-year students, and Be Well NOW, geared towards current students, assisted students with their social, emotional, physical and intellectual wellbeing in 2020-2021.
- While always attentive to student needs, continual adaptations of policies and procedures to meet COVID protocols required the **Dining Services** team to flex almost daily to ensure we provided our students with the best possible experience. This included changing our dining modality to allow students the option of dining away from the traditional dining room and eat outside under tents, when the weather permitted, or to dine in spaces where they felt safe.



- The **AACTE Holmes Master's program** is designed to recruit and support candidates who self-identify as racially and ethnically diverse and pursue graduate degrees in education. The SUNY Oswego AACTE Holmes program provided mentorship, peer support, and professional development opportunities for three Master's level students this academic year.
- New **mentoring initiatives** were added to benefit business student performance. MBA students participated as coaches for undergraduate entrepreneurship teams that competed in the Launch It competition. "Mock Meet the Accountants Night" had students receiving mentoring on professional interactions, networking and resume building.
- **The Institute for Global Engagement's Student Fellowship and Scholarship Mentoring committee** helped five students apply to the Fulbright Student Program. Four submitted their applications. No one was chosen for the second round of the application process but two students received other fellowships.
- **Oswego's First-Year Experience** program launched a peer "Success Coaching" program for approximately half of incoming students in fall 2021. Success Coaches are upperclass students who worked with the First-Year Experience program and who are taking a wellness coaching practicum. They helped first-year students with some of the following: approaches to improved well-being; strategies for academic success and better time management; game plans for "finding your people" in a COVID-world;

coaching and accountability for academic and personal goals; and referrals to other campus services.

- **EXCEL's Internship Coordinator** connected with a widespread group of previous alumni internship hosts to encourage more experiential offerings in response to the decrease in available opportunities caused by COVID-19. Over 80 SUNY Oswego students completed credited or registered experiences with alumni supervisors this past year. Over 30 new credit-bearing internship programs with alumni hosts were developed. Over 50 new external internship programs this year including organizations such as Madison Square Garden in NYC, American High movie productions in Liverpool, have begun internship relationships with SUNY Oswego.

## Recruiting the Next Generation of Lakers

The college is holistic in its approach to recruitment in that all members of the SUNY Oswego community are invested in recruiting and welcoming students to our lakeside campus. From employees who greet prospective students and their families as they pass a tour group on campus or participate in a virtual visit or open house to current students, faculty and alumni participating in more structured recruitment events, the Oswego community warmly welcomed future Lakers this past year.

Because of our comprehensive, inclusive approach to enrollment management, our enrollment has remained steady. We have held our own



despite the challenges presented by the COVID-19 pandemic with 7,636 total undergraduate and graduate students enrolled in fall 2020. 6,673 of those students were undergraduate (with 93% full-time, 7% part-time). 963 were graduate students (with 38% full-time, 62% part-time), which represented a 6% increase in graduate enrollments over the previous year.

Overall, 30% of total student body (including international students) self-identified as Hispanic, African-American, Asian, Native American, Pacific Islander or multi-ethnic. The fall 2020 first-year student class was also incredibly diverse with more than 38% enrolled from self-reported culturally diverse backgrounds — an all-time high at SUNY Oswego!



*Move-in days had a different look and feel for SUNY Oswego students and families this fall. Staff and student volunteers worked hard to adapt to how COVID-19 impacted new and returning students moving into their campus homes.*

The first-year cohort was well distributed across SUNY Oswego's academic disciplines: 43% enrolled in the College of Liberal Arts and Sciences, 16% enrolled in the School of Business, 16% enrolled in the School of Education, 12% enrolled in the School of Communication, Media and the Arts and 13% enrolled with an undeclared major. Forty-one percent of fall 2020 first-year students received a four-year renewable SUNY Oswego scholarship to help make attending SUNY Oswego possible.

## Refining our Recruitment and Yield Approach

In response to the COVID-19 pandemic, SUNY Oswego's enrollment management efforts were transformed in the summer, fall and winter and into the spring 2021 semester to attract and yield the fall 2021 class. Efforts shifted to nearly all virtual and web-based environments and were highlighted by our students' tenacity and grit as they continued their path forward, and our faculty and staff, who led with tremendous resourcefulness and great compassion in implementing an unprecedented and rapid change to remote teaching and learning. It is through our campus community's amazing understanding and unwavering support for our students that SUNY Oswego continued to adapt and, as a community, moved Oswego Forward with resiliency and purpose.

The shift of **New Student Orientation** to a virtual welcome changed the nature of this tradition, but also offered some benefits, organizers said. Instead of the traditional two-day, on-campus overnight experience, orientation this summer was [delivered as a six-week virtual experience](#) — from early July to mid-August — that Laker Leader student orientation guides say allowed for



incoming students to make longer, more fruitful connections. Separate tracks for new students and parents included creative ways to welcome them to the Oswego family. Every week featured a module on Blackboard with information incoming students needed to know, and advice and resources to help them succeed. A key part of the program included weekly Laker Leader Hangouts, where the students working on the orientation team were able to interact with and welcome incoming students.

In ongoing efforts to support Admissions and Enrollment Management, the **Office of Alumni and Development** worked with a group of alumni volunteers last spring to reach out to admitted, out-of-state prospective students, and their parents, to encourage their commitment to SUNY Oswego. A total of 15 alumni volunteered through this program, including 6 GOLD (Graduates of the Last Decade) alumni. Each volunteer contacted approximately 15 students during the month of April via both phone and email.

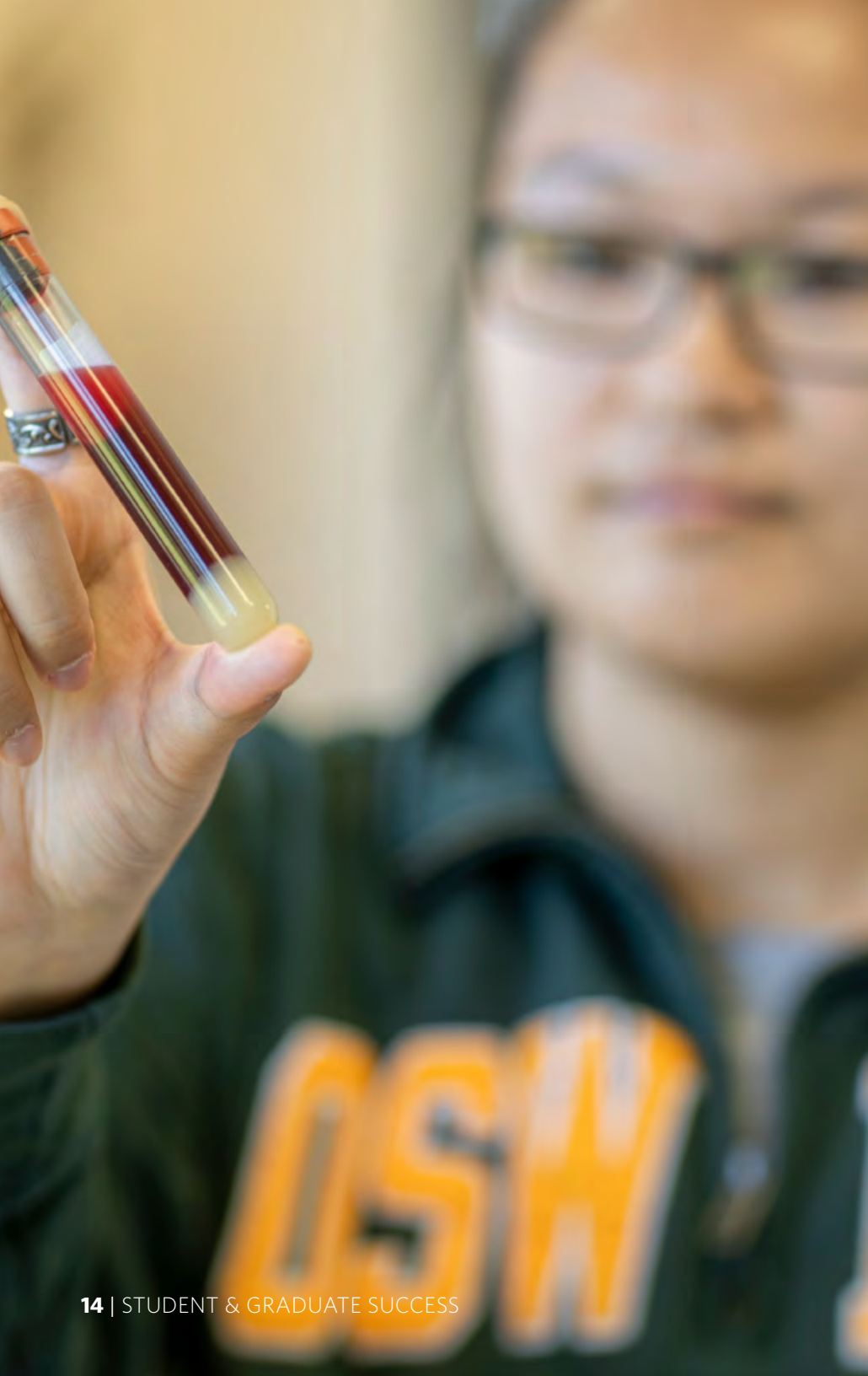
Volunteers were also encouraged to help promote the May 1 "**Decision Day**" (the deposit deadline day for admitted students), by posting on their respective social media channels about their decision to attend Oswego, congratulating those students who did commit to Oswego and encouraging those who had not yet committed to do so.

**Graduates of the Last Decade (GOLD) Leadership Council** members also helped with the Admissions Interviewing Program in fall 2020. As a group, five GOLD LC volunteers helped to connect with 191 prospective students, and as of November 2020, 88% of these students either had applied to SUNY Oswego or were on their way to officially becoming Lakers.

In collaboration with Admissions Counselor Emmanuel Cruz, the **School of Education's Curriculum and Instruction Department** offered an "admitted students day" event, which included a number of faculty-led virtual sessions highlighting programs, courses, and Curriculum and Instruction initiatives. Numerous faculty members opened their classes for admitted and prospective students to "sit in" virtually.

SUNY Oswego admitted 418 students through its **Educational Opportunity Program (EOP)**, which yielded 122 deposits before the start of the EOP Summer Program. In total, 113 students attended the mandatory Summer Program, with 108 students having started classes in fall 2020.





## Collegiate Science and Technology Entry Program (CSTEP)

SUNY Oswego secured a five-year grant from the New York State Department of Education to support the Collegiate Science and Technology Entry Program (CSTEP), which offers a range of strong support for underrepresented and/or economically disadvantaged students entering STEM or professional licensure fields.

An annual grant of nearly \$200,000 through 2025 will support a range of activities to bolster student success in fields that benefit from a well-prepared diverse pool of graduates. The program launched in fall 2020 and included over 100 students.

“The program provides mentoring, a supportive community, research experience, strong connections with professional and graduate opportunities, tutoring, help with graduate entrance exams and more,” said Kristin Croyle, dean of Oswego’s College of Liberal Arts and Sciences. Financial, academic and career support for students make this a successful and sought-after program, she added.

CSTEP’s most recent five-year cycle on campus ran through 2015. Mathematics professor Preeti Tripathi, who saw students benefit from the program in the previous cycle, serves as lead faculty member and consultant.

“As a faculty member, it’s rewarding to see students blooming and doing so well,” Tripathi said.

“It ties in with a lot of our institutional priorities, including supporting the success of underrepresented students in STEM and other fields, and in fostering close and beneficial student-faculty connections,” Tripathi added. It also provides the kind of mentoring opportunities, working one-on-one on projects, which can benefit students as well as faculty.



The **Office of International Education and Programs** continued to advance efforts related to the recruitment and enrollment of international students, which included holding virtual recruiting events with agents and other recruiting partners in 36 countries outside the United States; identifying new markets, such as U.S. Commercial Service Connection Programs in specific target markets in Africa and Latin America; and completing and initiating 39 contracts with foreign countries.

The **Department of Art and Design** made recruitment and retention leading goals this academic year. They made numerous efforts and trips, virtual and in-person, to high schools and community colleges to give presentations, review portfolios, and meet one-on-one with students.

In July 2020, the entire **English/Creative Writing faculty** took a six-week series of workshops in best practices for the development and teaching of online writing courses, in preparation for 2020-2021 academic year. The workshops were run by faculty in the department who had already worked closely with developers on writing and preparing for online courses.

Members of the **Chemistry department** created a chemistry program video with the college's Chemistry Club highlighting the strengths of the programs to prospective students.

**Health Promotion and Wellness** worked closely with Graduate Studies to plan a robust and innovative online graduate program. The 100% online Master of Science in Behavioral Health and Wellness is a multidisciplinary academic master's degree developed for individuals who are dedicated to assuming positions within the health promotion and behavioral wellness profession.

SUNY Oswego continued offering an innovative **Biomedical and Health Informatics** Master of Science degree program — both online and face-to-face. The college has been pioneering a HyFlex program delivery so our students always have a choice between in-person, asynchronous online and synchronous online modalities that they can choose on a weekly basis.

The **School of Business**, through its Dean's office and the MBA program, was a key player in the SUNY Online initiative. SUNY Oswego enhanced its undergraduate business administration completion degree, making it a full-fledged B.S. in Business Administration degree. Its B.S. in Management with a

concentration in Business Administration was also successfully transitioned to online delivery mode to be offered through SUNY Online.

Additional recruitment initiatives included a free summer course for incoming freshmen and transfers (181 successful). In summer 2020, 416 undergraduate and graduate sections ran resulting in a 6.9% increase in summer session credits. Winter 2021 was expanded to six weeks, which enabled the college to offer courses in 6-week and two successive 3-week sessions, resulting in significant enrollment growth and faculty satisfaction. A total of 156 undergraduate and graduate sections ran resulting in a 55.3% increase in winter session credits.



*Christopher McEvoy's Painting 101 class*



*Isabelle Bichindaritz, Associate Professor and Director of Biomedical and Health Informatics*

## SUNY Oswego Announces “Laker Success Package” for Students

As students and their families continued to face the financial impacts of the COVID-19 pandemic and its effect on their academic, social and career preparations, SUNY Oswego stepped up its efforts last fall to support and invest in its students.

“We are providing these exceptional benefits to ensure our students are successful upon their return to campus this spring (2021) and throughout their time at Oswego,” said SUNY Oswego President Deborah F. Stanley. “As always we are investing in our students and will continue to support them now to an even greater degree by rolling out what we are calling our own “stimulus” package to provide students with financial, networking and career resources that will prepare them for lifelong success.”

### *Details of the Laker Success Package:*

- **\$150 Cash Award** — Returning full-time, undergraduate students who (1) register for classes by November 30, 2020, (2) return for the spring 2021 semester, and (3) are officially enrolled as a full-time student on March 1, 2021 received a one-time \$150 award shortly after March 1, 2021.
- **Guaranteed Alumni/Career Mentor** — SUNY Oswego will provide an alumni mentor to every student (undergraduate and graduate) who desires one. Each student who signs up via Oswego’s Alumni Sharing Knowledge program, will be assigned an alumni mentor (for the spring 2021 semester and throughout their time at Oswego) who will share experiences and tips, listen to your questions and concerns, and be a source of guidance to you as you move through your college experience and into your professional career.
- **New Virtual Career Development Program** — This new annual program brought together SUNY Oswego students with alumni, employers, student leaders and guest speakers for career exploration, skill-building, professional networking, brand management, mentorship and guidance.



## Alumni Pride and Support: Once a Laker, Always a Laker

Our alumni volunteers amplify the impact of not only the college's advancement division but SUNY Oswego as a whole. The network of more than 90,000 alumni worldwide strengthen our outreach and the work we are able to do while advancing the mission of SUNY Oswego. At the same time, these programs create meaningful and enriching experiences for our alumni who often expand or deepen their personal and professional networks in service to the college.

This past year, more than 825 alumni volunteered their time and expertise to serve on boards, host virtual events, present webinars, recruit new students, select award recipients, perform in virtual concerts and donate their service in many other ways. Perhaps, most importantly, they connected with and mentored our current students.

Although the ongoing impacts of COVID-19 caused most events throughout 2020-2021 to be held virtually, the college worked diligently to mount many digital events and opportunities — and found silver linings in the fact that we could engage many alumni who had never before participated, due to distance or time. We will likely continue to include some virtual elements in many of our events moving forward to increase access and participation of our alumni as we resume in-person events in 2021-2022.

### *Alumni-Student Connections*

As the COVID-19 pandemic challenged our students academically, socially and professionally, Oswego's Alumni engagement team stepped up its efforts to support students by leveraging the powerful Oswego alumni network. Below are some highlights of this engaging work.

- We helped ensure that every single student who wanted an alumni mentor was connected to one through our Alumni Sharing Knowledge (ASK) program. In 2020-2021, at least 254 alumni connected with approximately 3,290 students during virtual events and programs through the ASK program.
- After extensive research on industry trends and based on feedback from our student population, we relaunched the ASK program in summer 2020, with a new focus on connecting students with alumni based on shared

experiences, identity points and affiliation. The program also formalized its training process for mentees and mentors, specifically for those who were connecting for one-on-one mentorship.

- SUNY Oswego School of Business and the Enactus club conducted the 4th annual Launch It competition that continued this year in a virtual setting. The 2020 competition included a pair of pitch sessions for students to impress the campus community with their entrepreneurial ideas. The top three teams received \$2500, \$1500 and \$1000. The competition was open to students across the campus and sponsored by Wired, Sherwin Williams and Wegmans. There were 18 pitches, 13 ideas and 38 participants from 4 schools. 30 alumni and professionals supported the competition.
- SUNY Oswego senior meteorology major [Daniel Maslowski won this year's Launch It student entrepreneurship competition](#) with an idea to save lives and resources. The concept for SWTRS — the Severe Weather Threat Ranking System — has evolved from his initial ideas, but winning the competition has allowed him to pursue a YouTube channel providing education, precautions and tips related to severe weather. A meteorology major and chief meteorologist for WTOP-10 TV, he had looked at severe weather statistics, and a couple of jarring figures stood out. Maslowski recalled receiving an email from the college for the competition hosted by the School of Business and Enactus student organization, and "I thought that I could finally put some ideas in the back of my mind but I never actually worked on into action," he recalled. "I thought this was the perfect opportunity to go forward and actually pursue one of my ideas and turn it into a pitch."



## Inaugural Imagine 2021 Program Earns Multiple Awards

The college's new Imagine 2021 professional development series that connected current students with alumni and resources for success recently racked up four awards recognizing the innovative nature and collaborative spirit of the program.

Imagine 2021 earned two SUNY Council for University Advancement Best in Category Awards for advancement professionals — Excellence in Events: Alumni Engagement and Excellence in Events: Campus Community. The program also earned two SUNY Career Development Organization Awards — Excellence in Alumni Programs and Excellence in Diversity, Equity and Inclusion Initiatives.

President Deborah F. Stanley's office asked Career Services along with Development and Alumni Engagement to coordinate the five-week program of daily sessions during the January 2021 break.

SUNY Oswego's inaugural Imagine series sought to creatively connect students with alumni, assist students in finding internships, help seniors successfully transition to the job market or graduate school and develop a strong sense of student/alumni community and affiliation with the institution. Organizers also invited recent alumni to participate and even made these services available to prospective SUNY Oswego students.



Knowing where you want to go *and* how to get there!

Nearly 500 attendees benefited from this effort in real time, while the sessions were recorded and have more than double that amount of views — serving as permanent professional development for current and future students as well as alumni seeking resources.

Organizers Laura Kelly, director of alumni engagement, and Gary Morris, director of career services, agreed the success comes from "the Oswego way," a commitment to inclusive and collaborative approaches that strive for excellence and innovation.

Organizers pointed to an intentional effort to be inclusive, especially in terms of a strongly diverse representation of alumni panelists and student moderators. While 31 percent of Oswego students identify themselves as diverse populations, 51 percent of Imagine 2021 attendees were diverse.

## Working Together to Create a Culture of Inclusion

In a February 15, 2021 email to the campus community, President Stanley announced the college's next Grand Challenge focus will be on Race, Racism and Social Justice. Beginning in fall 2021 and for the next three years — across all disciplines, departments and divisions — the SUNY Oswego campus community will deeply engage with multi-dimensional issues of the social construction of racial identities, complex systems of oppression and privilege, and societal transformation. President Stanley said, "Our next Grand Challenges effort will give Oswego students, faculty and staff a unique opportunity to address the impact that race, racism and social justice have across every aspect of our global community."

President Stanley has repeatedly called on all Lakers to continue to stand together to root out racism and enact positive change for our community. "So let us move forward in alignment with our strategic plan as an inclusive and vibrant community of students and scholars, applying the powers of learning and knowledge toward finding solutions for the grand challenges of Race, Racism and Social Justice."

Throughout the past year, the Office of Diversity and Inclusion worked to better develop and expand resources, offered workshops, and delivered training to key constituencies on campus and campus partners beyond. Topics included: Social/Cultural Identity, Empathy, Cultural Humility, Racial Identity Development, Micro-aggressions, Interrupting/Addressing Micro-aggressions, Free speech/Hate speech, Exploring Bias, and Nonviolent Communication.

Oswego's Chief Diversity and Inclusion Officer (CDIO) Rodmon King advised the Faculty Assembly Undergraduate Curriculum Committee in its work to integrate diversity, equity and inclusion into the General Education curriculum. In February 2021, the Faculty Assembly passed a new General Education category for SUNY Oswego — Diversity, Identity, and Social Justice in the United States. This three-hour requirement will be a student choice in the 2021-2022 academic year and become a requirement in the 2022-2023 academic year.

The college CDIO also collaborated with the Alumni Association Board to begin work on creating a Diversity and Inclusion Committee. This committee will connect alumni to ongoing campus-wide diversity, equity, and inclusion (DEI) initiatives, and will develop specific DEI initiatives and programming for alumni. The office also worked with Student-Alumni Engagement to include a DEI component in their Alumni Sharing Knowledge mentor training resources.

In addition to offering training and workshops upon request, the Office of Diversity and Inclusion offered a series of workshops as a part of the CELT winter breakout series including: *Trauma-Informed Practice in a College Setting*, *Cultural Humility* and the *Inclusive Classroom*, and *Nonviolent Communication for Difficult Conversations*. During Quest 2021, student intern Anisha Melton organized a panel discussion, *This Conversation Makes Me Uncomfortable: Purposeful Approaches to Discussing Race and Identity in the Classroom*.

The Office of Diversity and Inclusion launched the [Laker Live initiative](#) in summer 2020. The Laker Live initiative invited our SUNY Oswego community to offer live stream presentations to share their talents, but also to promote a greater sense of community and solicit funding for the SUNY Oswego Student Emergency Fund and support students during the pandemic.

Ongoing training and resources continued to be offered via the Office of Diversity and Inclusion on a wide range of topics relevant to our work, including community concept, social identity, bias, inequality, Nonviolent Communication, micro-aggressions, and privilege. In summer 2020, Oswego's CDIO collaborated with Academic Affairs and English professor Pat Clark to offer a two-month book discussion series, *Can We Talk about Race? How Black Lives Matter*. In spring 2021, Oswego participated in deliberative dialogue training with the American Democracy Project through AACU and, together with staff and faculty from across programs and disciplines, moderated a student dialogue on free speech on a college campus.



Students at fall 2021 welcoming picnic

To communicate SUNY Oswego's inclusive values to all incoming members of the campus community, an education module covering diversity, equity, and inclusion resources, concepts, and expectations was embedded into every incoming student's orientation experience leading into fall 2020. In further support of this understanding, ODI offered workshops on a range of DEI topics to key constituencies across campus including students, faculty, and staff. In response to requests, workshops were developed for EXCEL staff, First Year Experience instructors, Laker Leaders, EOP Peer Leaders, Student Success Coaches, student athletes, First Year experience students and EOP students.

The Career Services Office enhanced the identity and DEI-related content of its *Major Exploration and Career Development* course (GST 110). Staff introduced the concepts of socialization, unconscious bias, and stereotypes, and provided students with meaningful activities both in class and as follow-up assignments to understand and apply their learning.

The SUNY Oswego Office of International Education and Programs joined the celebration of International Education Week, November 16 to 20, with virtual alumni and student panel discussions, global awareness programs, online



*I Am Oz Diversity speaker Ibtihaj Muhammad (left) with faculty moderator Celinet Duran.*

games, and more. International Education Week celebrated the diversity of campus, as part of the many events throughout the year highlighting global topics and honoring culture from around the world. Even with the pandemic placing restrictions on travel, the Office of International Education and Programs continued to connect students with virtual global experiences and internships, while planning for potential opportunities in the future.

In fall 2020, staff in the Office of Diversity and Inclusion participated in ALANA planning sessions with ALANA organizations, helped to solidify a keynote speaker, and created and hosted four zoom sessions. Staff also continued to work with Campus Life in support of student organizations and bringing diverse speakers to campus. A sampling is provided below:

Civil rights pioneer **Minnijean Brown-Trickey**, a lifelong activist and one of the Little Rock Nine who helped desegregate public schools in the 1950s, served as opening keynote speaker at the 34th edition of the [ALANA \(African, Latino, Asian and Native American\) Student Leadership Conference](#) in September 2020.

Writer, musician and scholar **Leanne Betasamosake Simpson** presented "[Freedom Sings: Indigenous Land, Bodies and Resurgence](#)" in a keynote speech and workshop in October 2020, as part of the college's Institute for Global Engagement's Year of First Nations. With excerpts from her books "As We Have Always Done," "The Gift is In the Making" and "This Accident of

Being Lost," Simpson used the practice of making maple syrup to immerse her audience in a contemporary Nishnaabe world that rejects colonialism, white supremacy and heteropatriarchy and collectively works towards building an alternative.

Pulitzer Prize-winning creator of "1619 Project" **Nikole Hannah-Jones** headlined SUNY Oswego's [32nd annual MLK Celebration](#) on February 9. Her "Conversation on Justice, Race and Healing" was part of the virtual 2021 MLK Celebration at SUNY Oswego that also included readings and student musical performances in remembering Civil Rights leader's life, lessons and legacies during Black History Month.

**Bree Newsome** — an activist, artist and organizer who following the 2015 murder of nine black parishioners at Mother Emmanuel Church in Charleston, S.C., climbed the flagpole at the South Carolina statehouse and pulled down the Confederate flag as a protest against racist symbolism — discussed racial equity and how ordinary people can make an extraordinary difference. Her talk, titled "[Tearing Hatred from the Sky](#)," was sponsored by Oswego's criminal justice department and the college's David F. Cutler '74 Public Justice Excellence Fund.

**Ibtihaj Muhammad** — the first American woman to compete, and medal, in a hijab during the 2016 Olympics — [brought her story to a SUNY Oswego audience](#) on March 9 as part of the "I Am Oz" Diversity Speaker Series.



*Pictured top to bottom: Minnijean Brown-Trickey (photo by Whoisjohngalt) and Leanne Betasamosake Simpson*

*Pictured top to bottom: Nikole Hannah-Jones and Bree Newsome*

## Supporting Students' Basic Needs During Unprecedented Times

The SUNY Oswego campus community has successfully navigated through the many challenges and obstacles brought on by COVID-19. Yet, we are most proud of those who stepped forward, reached out and provided support to our students when they needed it most. Our collective thanks to those friends and partners who contributed in the following ways.

The food and clothing pantry, **Students Helping Oz Peers (SHOP)**, [continued to operate this academic year](#). Faculty, staff, students and local agencies donated items and money to SHOP on a regular basis allowing for a fully stocked pantry and clothing inventory. Students who volunteered at the SHOP (food and professional clothing provided) stated that its users appreciated that food or clothing delivery was provided in a confidential and timely manner. Some volunteers disclosed that they were past SHOP users and they became volunteers because of their positive experience. Over 30 student



*Student volunteers help ensure the SHOP food pantry's shelves are full with up-to-date offerings.*

volunteers provided over 900 hours of service throughout the year. Events were held to collect and distribute items such as winter gear.

Since the start of COVID, SHOP has served 196 unique users (109 on-campus and 87 off-campus students) and completed 288 online orders.



More than 450 donors made a gift to SUNY Oswego's **Student Emergency Fund** that the college established in spring 2020 to assist students with unanticipated expenses stemming from the COVID-19 pandemic. The fund has made it possible for SUNY Oswego to support those students who have requested assistance with monthly bills (phone, internet, etc.), technology needs, healthcare expenses and help with rent/housing costs. The money raised for the Student Emergency Fund is managed by staff members in the Dean of Students office. They make recommendations to the Vice President of Student Affairs based on information they receive from students about their specific needs or when they are made aware of a student's need through another source, such as a faculty member, another staff member or the student's peer. Last year, the fund surpassed \$245,000 and provided support to 96 students. During the 2020-2021 academic year, the Dean of Students office staff spoke to over 300 students about their immediate financial need and provided an average amount of \$400 per student.



Health Promotion and Wellness faculty played an integral role in working with the college's Health and Wellbeing committee to create a **campus culture of health and well-being** through collaboration, promotion and identification of opportunities with students, faculty, staff and the greater Oswego community. Faculty within the department offered additional face-to-face quarter courses in fall 2020 to help address the need for social interaction for students staying in the residence halls.

The Health Promotion and Wellness department also worked to enhance emotional and social wellbeing amongst individuals, groups and communities suffering from post-pandemic societal consequences. Robust programming was delivered to all members to enhance mental health campus and community-wide.

The college [received a federal grant of nearly \\$280,000 in October 2020](#) that has strengthened the college's **mental health crisis** counseling capabilities. The three-year grant — from Garrett Lee Smith Campus Suicide Prevention program through the Department of Health and Human Services' Substance Abuse and Mental Health Services Administration — in large part supports training campus members how to teach and use **QPR — Question, Persuade and Refer**. The goal of QPR is to reduce suicidal behaviors and save lives by providing innovative, practical and proven suicide prevention training. The grant has also allowed the college to increase the coordination of efforts between emergency community resources and SUNY Oswego to reduce the stigma and trauma experienced as a result of a mental health emergency.

SUNY Oswego was also an early adopter of the [Thriving Campus application](#), a program that connected students with **mental health and wellness counseling services** and which SUNY Chancellor Jim Malatras announced last fall (2020) would be adopted throughout the State University system as part of a comprehensive plan to expand access to mental health services to every student at SUNY's 64 campuses. Thriving Campus is a HIPAA-compliant web application that breaks down the barriers to getting help by bridging the gap between campus counseling services and local mental health and wellness service providers. The Thriving Campus App expanded the mental health services SUNY Oswego offered to students in need during this most difficult time as they navigated living and learning amidst a global pandemic.



## Quarantine and Isolation Buddy Program Provides Connections

For students, having to go into isolation (for a positive COVID-19 test) or quarantine (for potential infection) is not part of their college plans. But SUNY Oswego's Quarantine and Isolation Buddy program, aimed at facilitating caring interactions with students who are isolated from everyone due to the virus, tried to make a difficult situation a little better.

"We know isolation and quarantine can be lonely and we wanted to provide a program that would support students during this difficult time," said SUNY Oswego Interim Dean of Students Christy Huynh. "Over 80 faculty and staff stepped up to be volunteers and were eager to do what they could to share some encouragement and support."

Broadcasting major Alison Rushanova experienced the program when she had to go into quarantine in Funnelle Hall. While her fever and other symptoms ultimately were diagnosed to be not related to COVID, a few days in quarantine nonetheless felt isolating.

When offered the opportunity to take part in the program, Rushanova was happy to have another person, in addition to her friends, to connect with.

"Taeko texted me the day I signed up for it," Rushanova said of Taeko Kelly, a Career Services career coach for business who was among the first to sign up for the program. "Connecting somebody you didn't know before to share your feelings when you can't go anywhere is the best part of the buddy system."

"I really like connecting with students on any level," Kelly said of why volunteered. "No one wants to feel isolated, so I felt inclined to help."



## Reinstating a Rite of Passage: Commencement 2021

While the [2021 May Commencement ceremonies](#), May 14 to 16, looked different than previous years, nearly 1,000 graduates and 2,000 guests safely gathered over the course of the weekend to celebrate the accomplishments of the college's newest alumni.

Eight ceremonies, starting with a special session for students receiving master's and other advanced degrees on Friday, May 14, welcomed graduates and guests, allowed students to walk the stage to receive their degrees, extended some words of wisdom and provided an in-person experience members of the graduating Class of 2021 so richly deserved.

"Our campus community waited, hoped and planned for the opportunity to come together on a day of joyful celebration for our graduates and their loved ones," said SUNY Oswego President Deborah F. Stanley. "And, through great collaboration and in compliance with every rule and regulation, we did it! Our graduates and their guests earned an in-person ceremony and the collective pride and admiration of the entire SUNY Oswego campus community."

The Public Ceremonies Committee and a small army of faculty and staff volunteers from departments and divisions across the campus managed ceremonies throughout the weekend, which also incorporated a video of warm greetings from faculty and staff and an in-arena adaptation of the college's popular Torchlight ceremony.

A Commencement livestream for each ceremony connected those unable to attend and a robust [Commencement website](#) was created for all graduates, guests, faculty and staff.

Later this year, the college will hold an in-person Commencement experience for any Class of 2020 graduate who wants to walk across the stage in a ceremony slated for December 2021.



# Academic & Creative Excellence

*SUNY Oswego's unique education ecosystem is driven by devoted, passionate, diverse and talented faculty and staff who work collaboratively, resourcefully, and creatively to enhance our dynamic course offerings, programs, and research as well as the applied learning experiences we provide.*

## Continued Rise in Academic Reputation

**U.S. News and World Report** — SUNY Oswego continued to be [ranked in the top 10 among public colleges](#) in U.S. News and World Report's 2021 Top Regional Universities in the North, as well as in the top 10 for the region's Best Value Schools, according to the publication released in September 2020. Also noteworthy was Oswego's #9 ranking among Best Value Schools for its region.

This past year, Oswego also earned placement on the national list for Top Undergraduate Engineering Programs, non-doctorate — recognition likely linked to the global accreditation of Oswego's Electrical and Computer Engineering (ECE) and Software Engineering programs last summer by the Engineering Accreditation Commission (EAC) of ABET. The college also kept its place on the Top Performers for Social Mobility, A+ for B Students and Best for Veterans lists, in addition to being included in U.S. News' Green Colleges guide, Best Online Graduate Business Programs: MBA, and in the top 5 nationally for Women Enrolled in MBA Programs.



SUNY Oswego's [online MBA continued as the highest-ranked public school offering in New York state](#) and among the nation's top online master of business administration programs in U.S. News & World Report's 2021 "Best Online Degree Programs: MBA" released in January 2021. Oswego was one of four schools in New York state in the top 100 (ranking #62 overall), and the only public college program in the state on that level.

**Poets & Quants**, a highly regarded portal focused on MBA programs, also ranked Oswego's online MBA program top in the state and #30 nationally.

The magazine that made the **Fortune 500** rankings famous published its first-ever list for online MBA programs, where SUNY Oswego ranks first in New York state among public institutions. Coming in #38 overall in [Fortune Education's "2021 Best Online MBA Programs"](#) (released in April 2021) reflects Oswego's academic quality, solid reputation and specialized student support.

**Princeton Review** — The Princeton Review once again named SUNY Oswego to its list of the [224 Best Regional Colleges - Northeast](#), a distinction the



college has earned every year since the educational services firm started regional listings in 2003. SUNY Oswego was also recognized among the nation's most environmentally responsible colleges by the Princeton Review. In "The Princeton Review's Guide to Green Colleges 2021 Edition," SUNY Oswego was noted as "absolutely overflowing with sustainability." As an early signer of the American College & University Presidents' Climate Commitment, "the upstate New York green stronghold combines a rich institutional commitment to the environment with a thriving student enthusiasm towards sustainable endeavors," editors said.

SUNY Oswego's MBA programs earned two big pieces of national recognition by Princeton Review in December, named as one of the Top 50 Online MBA Programs for 2021 — the highest-ranked public institution in New York State on that list — as well as Best Business Schools for 2021: On-Campus MBA Programs.

**Washington Monthly** — SUNY Oswego earned a national ranking among best colleges in their class in [Washington Monthly's annual college](#) guide that measures how institutions benefit the public good through student upward mobility, research and civic engagement. Ranking #69 nationally among master's institutions, SUNY Oswego was recognized for how it embeds these values into activities inside and outside the classroom. The central role of community service in SUNY Oswego's activities is reflected in the college

again earning the prestigious Carnegie Community Engagement Classification last year, which honors institutional commitment to community engagement.

**Abound**— SUNY Oswego was recognized this spring as a [2021 Top Adult Degree Program](#) by Abound, which is a “college guidance system” that aims to help adults find the best school for them. SUNY Oswego earned the honor after Abound examined their “accessibility, affordability, acceleration and advancement” for adult, non-traditional students.

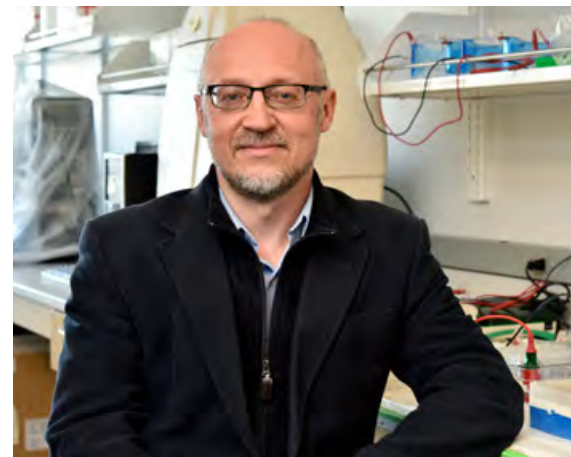
The college also attained multiple designations for its service to veterans including a prominent ranking in **Military Times** Best for Vets 2020-21 (4th highest ranking among 4-year SUNY institutions). SUNY Oswego was also recognized by **Victory Media** as a Military Friendly School 2020-21 due to our strong military and veteran services on campus, linking student veterans and veteran service providers and offering other events that promote student interaction and cohort building.

## Faculty and Staff Commitment to Our Students

Our faculty and staff continued to earn honors acknowledging their outstanding teaching ability, research and creativity, and dedication to student success. The following provides a glimpse into some of the SUNY Oswego’s faculty and staff members’ achievements and accomplishments displayed over the past year.

**SUNY Distinguished Service Professor** – Consistently going above and beyond has earned **Kestas Bendinskas** of Oswego’s chemistry faculty SUNY’s prestigious rank of [Distinguished Service Professor](#). Highly regarded and “an integral resource and leader on campus and in the community,” Dr. Bendinskas is a productive scholar, an internationally recognized scientist, a scholarly and creative activities advocate in academic and non-academic settings, an environmental activist, a chief of a leading national undergraduate journal, a caring mentor to many undergraduate and graduate students, and a respected and passionate teacher,” said his nominator Alok Kumar—a Distinguished Teaching Professor in Oswego’s physics department.

**SUNY Distinguished Teaching Professor** — Excellence inside and beyond the classroom earned **Harrison Yang** of Oswego’s curriculum and instruction department the rank of [SUNY Distinguished Teaching Professor](#), a top honor



*Distinguished Service Professor  
Kestas Bendinskas*



*Distinguished Teaching  
Professor Harrison Yang*



*Shashi Kanbur, recipient of  
the SUNY Chancellor's Award  
for Excellence in Scholarship  
and Creative Activities*

in the statewide system. A world-class authority on learning and teaching, Dr. Yang's mastery of teaching and learning has elevated the standards of his colleagues around the world as well as the students he is preparing to become teachers. His teaching consistently receives "superlative reviews" from students and colleagues alike, but makes an impact beyond any individual classroom.

#### **SUNY Chancellor's Award for Excellence in Scholarship and Creative Activities**

– From studying the scale of the universe to inspiring students across the globe, SUNY Oswego physics professor **Shashi Kanbur's** far-reaching efforts earned the [SUNY Chancellor's Award for Excellence in Scholarship and Creative Activities](#). Kanbur's primary area of research involves trying to determine the size and age of the universe through measuring pulsating stars. In his 25 years of work on this question, Kanbur and co-authors — including Oswego undergraduates — from around the world have published nearly 50 papers in high-impact journals and presented at conferences across the globe.

**SUNY Chancellor's Award for Excellence in Faculty Service** — Continuing work to elevate learning on the SUNY Oswego campus and across academia has earned **John Kane**, director of the college's Center for Excellence in Learning and Teaching (CELT) and a professor of economics, a [SUNY Chancellor's Award for Excellence in Faculty Service](#). In addition to excelling as a teacher, scholar and mentor since joining SUNY Oswego in 1983, Kane's commitment to leadership in CELT — especially in helping faculty adapt quickly when the pandemic forced remote teaching in spring 2020 — received praise from supporters.

**SUNY Chancellor's Award for Excellence in Professional Service** – Three dedicated SUNY Oswego staff members — for whom a year of adaptation built upon their previous years of service — have earned the SUNY Chancellor's Award for Excellence in Professional Service. The 2021 award winners included **Jennifer Broderick**, creative director of alumni and development communications; **Angie Brown**, director of student health services; and **Kate Wolfe-Lyga**, director of the Counseling Services Center.

**SUNY Chancellor's Award for Excellence in Classified Service** — **Sherri Devercelly** of facility services earned the prestigious SUNY Chancellor's Award for Excellence in Classified Service.



*John Kane, recipient of the SUNY Chancellor's Award for Excellence in Faculty Service*



*Jennifer Broderick, SUNY Chancellor's Award for Excellence in Professional Service awardee*



*Angie Brown, SUNY Chancellor's Award for Excellence in Professional Service awardee*



*Kate Wolfe-Lyga, SUNY Chancellor's Award for Excellence in Professional Service awardee*



*SUNY Oswego sociology professor Tim Delaney*



*Helen Knowles, Associate Professor of political science*

**President's Award for Scholarly and Creative Activity** —**Isabelle Bichindaritz**, an associate professor of computer science and coordinator of the college's biomedical informatics programs, earned the 2021 President's Award for Scholarly and Creative Activity. She was recognized for her expertise in machine learning, artificial intelligence, biomedical informatics, data science and neuroinformatics, to name a few. Bichindaritz's knowledge is evident in more than 100 publications, including two books edited, four chapters written and presentations at numerous national and international conference proceedings.

**Provost's Award for Scholarly and Creative Activity** —**Sien Hu**, an assistant professor of psychology, and **Roberta Hurtado**, an assistant professor of English and creative writing, both earned the 2021 Provost's Award for Scholarly and Creative Activity. Having strengthened college offerings in biopsychology and cognitive neuroscience over the years, Hu exceeds her teaching and service obligations via an impressive publications record of a dozen peer-reviewed articles in the past five years, often providing outstanding student opportunities in the process. Hurtado was lauded for her teaching, intelligence and work ethic. A teacher and author, Hurtado is constantly linking her myriad scholarship interests to the content of her courses for the benefit of her students.

Faculty published 20 books of various types and published/presented 400+ scholarly/creative activities including journal articles, book chapters, artistic performances/exhibits, conference proceedings during the 2020-2021 academic year. A sampling is provided below.

- "Darkened Enlightenment" — The latest book by SUNY Oswego sociology professor **Tim Delaney**, "Darkened Enlightenment," finds the prolific author seeing society at a crossroads, with a choice between rational thought and anti-intellectualism.
- Award-winning "Gothic" — SUNY Oswego English and creative writing faculty member **Laura Donnelly** published "Midwest Gothic," an award-winning collection of poems on the themes of family, memory, history and a sense of place.
- Productive research — Political science faculty member **Helen Knowles** published two books over the summer — "Cascadian Hotel" and "Free Speech Theory: Understanding the Controversies."

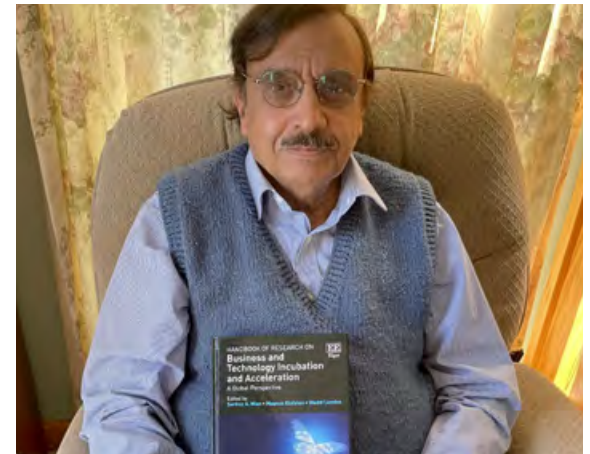
- Looking forward — SUNY Oswego communication studies faculty member **Jason Zenor**'s new book, "Emerging Media: Legal Principles, Virtual Issues," takes a forward-looking approach on the ever-evolving landscape of media law.
- The Journal of Mass Violence Research was launched in January 2021 by SUNY Oswego Associate Professor of Criminal Justice **Jaclyn Schildkraut** and colleague Sarah Daly of Saint Vincent College. The Journal — which went from concept to being ready to accept submissions in just 23 days — expects to produce high-quality and accessible work on such areas as school shootings, mass or active shootings, international and domestic terrorism, serial murder and genocide. Beyond the usual goals for a journal, this one seeks to prevent the kinds of issues it would cover.
- **Catalina Iannone** of SUNY Oswego's modern languages and literatures recently earned a national award for her journal publication, "Visualizing Blackness in Contemporary Spain: Race and Representation in Juan Valbuena's "Salitre."
- Oswego School of Business professor **Sarfraz Mian**'s expertise, experience and extensive network came together to author the first-ever textbook on entrepreneurial and startup support through business and technology incubation. In serving as lead editor of "The Handbook on Research on Business and Technology Incubation and Acceleration: A Global Perspective," Mian drew on the pioneers and prime movers he has developed from decades working in this field.
- Six Oswego faculty experts (**Amy Bidwell**, health promotion and wellness; **Joshua Adams**, cinema and screen studies; **Damian Schofield**, human-computer interaction; **Michelle Thornton**, health services administration; **Jaclyn Schildkraut**, criminal justice; and **Ulises Mejias**, communication studies) shared their research on The Academic Minute when the college did a weeklong takeover of the service, a recurring feature on 70 public radio stations around the country and the influential Inside Higher Ed daily publication. Their entries ran May 24 to 28 on the daily module which featured top researchers from colleges and universities around the world. Based out of National Public Radio affiliate WAMC, the Academic Minute keeps listeners abreast of what is new and exciting in the academy by featuring different professors each day with updates on groundbreaking research and how it helps listeners better understand the world around them.



*Jason Zenor,  
Assistant Professor of  
Communication Studies*



*Catalina Iannone  
Assistant Professor of Modern  
Languages*



*School of business professor,  
Sarfraz Mian*





*Karen Sime, Associate Professor of Biological Sciences*



*Francisco Suarez, Assistant Professor of Communication Studies*



*Michael Riecke, Assistant Professor of Communication Studies*

- Physics professor **Shashi Kanbur** wrapped up leading an extensive multi-year international astrophysics research project probing the age and size of the universe. Funded by the Indo-U.S. Science and Technology Forum, Oswego served as U.S. lead working with Yale University and two top Indian institutions — the University of Delhi and the Inter University Center for Astronomy and Astrophysics in Pune. The team, which included Oswego undergraduates, published eight papers in leading peer-reviewed journals, with the college providing the intellectual ideas behind many of the papers.
- Biological sciences faculty member **Karen Sime** was one of 35 higher education professionals across the country selected for the American Association of State Colleges and Universities' (AASCU) prestigious Emerging Leaders Program. In her project proposal, Sime noted that through this project she hopes to identify program-specific strengths that SUNY Oswego can build on to support STEM students from historically underrepresented groups, as well as weaknesses and opportunities for improvement.
- In January 2021, Associate Professor **Joanne O'Toole** (curriculum and instruction) received recognition from the New York State Board of Regents for her work with the World Language Content Advisory Panel as well as her presentation to the NYS Board of Regents in December 2020.
- Communication studies faculty member **Francisco Suarez** received the 2021 Communicator Award of Excellence in the educational video category from the Academy of Interactive and Visual Arts (for the video podcast "From Suarez's Basement"). The Communicator Awards is the leading international creative awards program honoring creative excellence for communication professionals.
- SUNY Oswego broadcasting and mass communication assistant professor **Michael Riecke** won several Broadcast Education Association awards this past year including Best of Show for faculty audio at the Broadcast Education Association's On-Location Creative Competition and Showcase. Riecke's winning entry, "As theaters cancel summer seasons, creative spirit carries on," aired on WRVO Public Media in April, profiling the financial challenges and the artistic opportunities facing theater professionals during the COVID-19 pandemic.

- **Katherine Wolfe-Lyga**, director of SUNY Oswego's Counseling Services Center, earned a national award for her far-reaching leadership in the field of campus mental health. The Association of University and College Counseling Center (AUCCCD) conferred its AUCCCD President's Award on Wolfe-Lyga "to recognize her meritorious contributions," Barry A. Schreier, chair of AUCCCD's Communication Committee, wrote in notifying the campus. AUCCCD, the largest organization of campus mental health leaders in the world, annually recognizes member achievements that exemplify excellence in the promotion of mental health for colleges and universities.
- Her ongoing dedication to bringing teams together to do good work recently earned **Chena Tucker**, director of SUNY Oswego's Office of Business and Community Relations, the Nancy L. Premo - Woman of Distinction Award from the Greater Oswego-Fulton Chamber of Commerce. Characterized as someone who embodies the very essence of this award, Tucker was praised for being a kind, passionate and community-focused individual who brings a fresh perspective and innovative ideas to the workplace, and always puts her co-workers first. The Nancy L. Premo Award is named for a former member of the senior leadership team and vice president of human resources for the Greater Oswego Chamber of Commerce and CenterState CEO.



*Chena Tucker (right), director of the college's Office of Business and Community Resources, receives congratulations from Katie Toomey, director of the Greater Oswego-Fulton Chamber of Commerce.*



*Students in SUNY Oswego's School of Business program*

## Advancing our Academic Offerings

Our evolving and industry-minded academic offerings demonstrated how SUNY Oswego continued to move forward the past year in connecting our students with the knowledge and skills they need in order to obtain the bright futures they deserve. We remained committed to creating and delivering innovative programs that match society and student needs.

There were significant advancements made across the board related to academic and creative excellence. Highlights of the 2020-2021 academic year included:

### *In the School of Business*

- The School of Business, through its Dean's office and the MBA program, continued to be a key player in the SUNY Online initiative. The school resolved to enhance the undergraduate offering from business administration degree completion to a full-fledged B.S. in Business Administration degree; this positions SUNY Oswego well for the future.

- The B.S. in Management with a concentration in Business Administration was successfully transitioned to an online delivery mode, and will be offered through SUNY Online.
- A new sales minor (first one to be created across all of SUNY) was approved for fall 2020. This new academic minor will help make SUNY Oswego graduates more marketable and better equipped for relationship management and other key professional skills. The minor aims to provide knowledge and skills needed for students to perform sales-related tasks such as customer service, customer relationship management and negotiation.
- A new 18-credit minor in business analytics was established to respond to the rise in data analysis jobs.

#### *In the College of Liberal Arts and Sciences*

- SUNY Oswego's pioneering Master of Arts in human-computer interaction (HCI) has created another way to meet high workplace demand by offering a 100 percent online option to the program starting in fall 2021. Established at Oswego as the first of its kind in New York state, HCI's interdisciplinary nature allows this degree to complement careers across diverse industries with strong starting salaries — and the job market for HCI graduates is booming.
- The Mental Health Counseling Program and the School Psychology Program successfully maintained their accreditations through the Council for Accreditation of Counseling and Related Educational Programs (CACREP) and the National Association of School Psychologists (NASP) by meeting or exceeding national standards set by the profession.
- SUNY Oswego's new Integrated Professional Studies (IPS) bachelor's degree program is awaiting approval from SUNY and the state Education Department. The IPS program is designed for students who have earned a minimum of 15-90 transferable academic credits, and offers a personalized curriculum that builds adaptability, analytical, and communication skills for leading and managing ethically in diverse systems.





### *In the School of Education*

- Oswego is awaiting approval from SUNY and the state Education Department to offer its Certificate of Advance Study in Education Leadership in an online format.
- In April 2021, Curriculum and Instruction faculty, staff, students, and school partners actively participated in the site visit from the Council for the Accreditation of Educator Preparation (CAEP).
- Curriculum and Instruction reconfigured the MSED Special Education Program so it could be completed in one year of full-time study immediately following a student's completion of a bachelor's degree in Adolescence, Childhood or TESOL education. The new 4+1 Special Education pathway helped recruit more students into Oswego's nationally recognized programs. In addition, the revised MSED Literacy Education Birth-Grade 12 program was approved by NYSED and SUNY.
- Within the Education Leadership programs, Social Emotional Learning is now an integral part of the program; Restorative Practices are embedded within coursework; Cultural Responsiveness, Equity, and Inclusion are included in all coursework and embedded in every assessment rubric.

### *In the School of Communication, Media and the Arts*

- New degree program in Graphic/Interaction Design — This [bachelor of fine arts degree](#) moves beyond visual communication to interfaces and experiences that implement elements of time, motion, touch, audio and voice. Students have the ability to explore a wide array of digital design areas and dig into evolving fields like 3D printing, XR, motion design, app design, responsive web design, and experience design.
- Academic Affairs successfully transitioned the Cinema and Screen Studies program from the College of Liberal Arts and Sciences to the School of Communication, Media and the Arts.
- SCMA began offering a new bachelor's degree program in Music with a track in Audio Recording and Production.



### *In the Division of Extended Learning*

- SUNY Oswego passed its first micro-credential — Digital Media and Communication Design — through governance. The four-course micro-credential in Digital Media and Communication Design prepares students with the skills needed to succeed in today's professional world. Offered as an online and in-person certificate, students learn critical skills such as designing and creating websites, creating and working with graphic and static imagery, and strategic visual, oral, and written communication messages. The college is developing a series of micro credentials to promote lifelong affiliation with SUNY Oswego while providing opportunities for students, alumni and the wider community to build skills, expand knowledge and engage in lifelong professional development.
- As a result of the pandemic and the need to shift a large percentage of our modalities, Extended Learning and the Center for Excellence in Learning and Teaching (CELT) provided significant faculty development to continue preparation for the 2020-2021 year. Since the start of the pandemic, the

CELT office has seen a steady increase in the number of people attending their various workshops, from improving skills in the classroom to learning how to create online activities for students. Last year and with the bulk of this occurring after March and onward, the college had a total of 3,499 attendees at these workshops — more than double the attendance (1,485) experienced the year before.

- CELT and Extended Learning put in place faculty development opportunities during summer 2020 to continue to develop faculty's capacity in virtual and hybrid learning in preparation for the 2020-2021 academic year.

### **Infusing Diversity, Equity and Inclusion into the Curriculum**

In addition to the college integrating diversity, equity and inclusion into the General Education curriculum, our department and program chairs, members of the faculty, and staff campus-wide have taken additional steps forward to incorporating diversity, equity and social justice into their respective course work and operations of the college.

Graduate Studies began to explore the barriers to admission and retention that impact our graduate students, including students from underrepresented groups, and have worked to reduce application barriers. Graduate Studies is committed to the **intentional recruitment and supportive structures for underrepresented applications** through the following strategies:

1. Increased outreach to students from underrepresented backgrounds through partnerships and presentations to EOP, TOC-II, and student groups on campus;
2. Deployment of the incomplete application survey focused on the barriers that prevent our underrepresented applicants from completing their application;
3. Working with program coordinators to waive certain requirements during the pandemic to review applications, and
4. Building a strong culture of utilizing "conditional acceptances" for students to have an opportunity at success.



Artist in Residence Ellen Blalock: A narrative artist and documentarian, Blalock works in photography, video, drawing, fiber and installation. Sponsored by Artswego, Blalock's key project while in residence will be "...While Black," an artistic installation using photographs, birdcages, quilts and words that uses the bird as a metaphor to confirm, remember and honor stories and truths of the African diaspora with focus on the African American experience. This also ties into the college's current Grand Challenge: Race, Racism and Social Justice.

Working together with the Dean from the School of Communication, Media and the Arts, ARTSwego helped to create [a new SUNY Oswego Artist-in-Residence program](#) to begin in fall 2021. A central focus of this residency program is on artistic work that engages with issues of diversity, intersectionality, inclusion, and belonging. The Resident artist is expected to work with students across disciplines through teaching and creation of work in their respective field of study.

The School of Education continued to provide academic, social, financial, and professional support to teacher candidates of color through our **Teacher Opportunity Corps II (TOC II)** grant (\$325,000 per year) awarded from 2016-2021 by the New York State Education Department. This academic year, the TOC II grant served 60 undergraduate and graduate candidates as they completed requirements for initial teacher certification and engaged in finding positions at urban schools. When the campus transitioned to remote instruction due to the COVID-19 crisis, alumni of color were invited to join Saturday virtual check-in meetings to explore how candidates were doing/ coping with the crisis. Syracuse City School District (SCSD) guaranteed \$10,000 in financial support for three TOC II candidates in 2020-2021.

**Dr. Ritu Radhakrishnan**, Curriculum and Instruction associate professor and chair of the School of Education Diversity Committee, organized and offered a series of workshops titled *Justice in Education* for all School of Education faculty and staff. The workshops included topics such as *White Fragility* and *Racial Battle Fatigue* and included panel and individual presentations.

**Penfield Library** facilitated access to accessible learning materials, as a member of Oswego's work group on accessibility practices, and a member of the SUNY Librarians Association accessibility cohort group. It also created and assembled resources on anti-racism to share with the community.

The Grand Challenges Oversight Committee selected, in spring 2021, **Race, Racism and Social Justice** as the topic of SUNY Oswego's second Grand Challenge initiative. It is worth noting that the pivot of the committee, based on current events, is itself an indicator of the campus's commitment to providing solutions to critical challenges. In fact the entire campus has made this pivot in multiple ways and the Grand Challenges Project is aligned with the new Diversity, Equity and Inclusion general education requirement across all departments, and in fact the entire curriculum of the college. In this way the Grand Challenges Project, along with DEI, allows and encourages evolutionary grass-roots change in how social justice is taught across campus.

To further develop our understanding of diversity, equity, inclusion, and social justice, Curriculum and Instruction launched a routine blog post titled "Whispering in Sheldon's Ear" that archives brief, yet powerful human stories shared weekly by members of the Curriculum and Instruction Department. The stories are chosen to intentionally build our understandings, connections,

and empathy while prompting our collective reflection on the lived experiences of the diverse populations we teach and prepare our candidates to teach.

Spanish education major Derek Lawrence and other members of the SUNY Oswego Queer and Trans Outreach Center presented at a department meeting on *How to Understand and Support LGBTQ Students*. The C&I students offered tips and strategies for building community in classrooms that include LGBTQ students.

**Additional highlights included:**

- Every school and college at SUNY Oswego has formed a DEI Committee.
- The Psychology Department explicitly codified new learning objectives for DEI in the curriculum.
- Criminal Justice faculty and courses emphasized diversity, inclusion, race and policing in assignments and activities. The department also welcomed Oswego's newest PRODiG (Promoting Recruitment, Opportunity, Diversity, Inclusion and Growth) Fellow Celinet Duran.
- Computer Science hired three diverse faculty members to the department.
- The Physics department is participating in an ongoing APS workshop series addressing the development of a more inclusive curriculum in physics.
- Expanded music curriculum is featuring more non-Western classical music examples and discussion.
- HIS 202 (U.S. History to 1865) was the first course approved for the new DEI General Education Category and the department anticipates more courses to be submitted that address issues related to diversity, equity, inclusion and movements for social justice.
- The Geology and Meteorology programs developed new program learning outcomes (LOs) related to Diversity, Equity, and Inclusion (DEI) and are working on how to assess these LOs.
- Several new courses were offered or developed for the Communication programs to reflect ongoing diversity, equity and inclusion commitment to students.

- New courses created:
  - › BRC 450: Out on TV: LGBTQ+ Portrayals 1950 -Today
  - › BRC 360: Latin X Media in the U.S.
- The campus's commitment to equity and inclusivity was strengthened by the campus's commitment to Digital Accessibility. A number of initiatives moved the campus forward in its quest to create an accessible culture. Highlights include:
  - › Accessible Themes developed in MS Word and PowerPoint to be integrated into new faculty/staff image;
  - › Faculty Fellows program continued with four fellows named;
  - › Digital Accessibility was highlighted at the fall 2020 Academic Affairs retreat with presentations by Rebecca Mushtare and Michele Thornton;
  - › Continued remediation and expanded remediation to include online and hybrid courses;
  - › Accessibility website updated to allow for better user experience;
  - › 200 faculty and staff participated in the 10-day accessibility challenge during winter 2020-2021 break. The challenge has been highlighted at several conferences including the CUNY Accessibility conference.





## Supporting, Including and Challenging Our Students

As teachers, mentors and research partners, each year our faculty devote themselves to continual self-improvement through frequently available professional development opportunities supported by the college. Through new ways, the faculty members seek to provide hands-on learning experiences to help students grow, learn and prepare for their futures.

The Psychology Department hired 10 undergraduate students to staff its Peer Advising Office. These peer advisors have served a critical role in the department's efforts to advise and support students during the pandemic. In addition, the department trained, mentored, and deployed 17 teaching assistants this year to promote student success in a variety of psychology courses.

Global Studies students in their senior capstone course analyzed real-world problems and challenges such as nationalism and ethnocentrism, migration, governance mechanisms and more. For example, students sought greater understanding of the illicit arms trade, the management of Lake Erie, how climate discourse is constituted in the United States, and the construction of blackness among Dominican communities in the U.S. and the Dominican Republic in the wake of Black Lives Matter, among other topics.

Meteorology students provided weather forecast support to the New York State Department of Transportation and a number of local school districts through the Lake-Effect Storm Prediction and Research Center (LESPaRC).

The campus's [Inclusive Access program](#) grew by over 200% during the pandemic. Five hundred ten (510) sections in fall 2020 and spring 2021 used electronic materials in their courses. Savings realized for students in the program (2018–2020) reached the \$1 million mark.

The team in Penfield Library trained and supported a student Peer Reference Assistant to work independently at the virtual Research Help Desk during the spring 2021 semester. The student worker developed valuable critical thinking and research skills, as well as confidence and leadership skills. Those fellow students using the service learned critical research skills from a knowledgeable peer.



The Library also directed efforts to support our EOP students by creating a lesson plan to introduce EOP students to the library's resources and services. The online library orientation activity was specifically tailored to the EOP summer program.

The Math placement committee, chaired by Associate Provost Rameen Mohammadi and including several department members, examined placement issues, along with strategies to improve student learning outcomes, and success rates for students in STEM majors. Mathematics faculty member Zoe Misiewicz received a grant to design an enhanced version of College algebra that is intended to speed up the progress of underprepared students towards a STEM degree. The course will run in fall 2021.

Students studying in digital illustration worked collectively to create over 100 bird illustrations. Throughout the 2020-2021 academic year, classes in traditional and digital illustration engaged in drawing various bird species found in the 300 acres surrounding the Rice Creek Field Station. These drawings have the potential of being used in a field guide being created specifically for Rice Creek by assistant professor (Biological Sciences) Daniel Baldassarre.

Students in the master's level Biomedical and Health Informatics (BHI) program were encouraged to write research articles following their capstone experiences and to submit them to conferences and journals. To date, many graduating BHI master's students have co-authored a peer-reviewed publication indexed in Google Scholar (Cassie Breen, Ekaterina Cole, Joseph Miles, Dan Szakielo, Sarah Mason, and Chris Bartlett). All graduating students this year prepared draft publications for future submission before they graduated.

The Great Lake Review, a student-organized literary magazine for the campus community, continued to showcase the creative work of students across campus. This year students and faculty mentors utilized digital platforms like Zoom to promote the magazine. The first two issues of the national online literary magazine, [Subnivean](#), came out in the past year. An interdisciplinary group of SUNY Oswego students, with faculty mentors, were instrumental in the hands-on editing and creation of both the issues. The magazine has been made a finalist by the Community of Literary Magazines and Publishers, which is the governing body of literary magazines and publishers in the United States.

The Department of Physics involved students on cutting-edge research projects. Students Elina M. van Kempen, Julia R. D'Rozario, Marie T. Romano,

Trieu Le, Thilini K. Ekanayaka, Annika Neufeld-Kreder, Archit Dhingra, Takashi Komesu, and Andrew J. Yost worked with Physics Professor Carolina Ilie on papers and presentations.

Rice Creek Field Station enabled students and faculty to conceive and answer research questions related to biodiversity, conservation, and other ecological issues. This year it funded three research projects: Rates of parasitization by *Ophryocystis elektroscirrha* within two sample populations of eastern *Danaus plexippus* in New York State; the impacts of beaver dams, spillway regulation, and flow variability on sedimentation at Rice Creek; and Biological Regionalism: Oswego River and Lake Ontario is an exploration of the history and the present condition of the Oswego River and Lake Ontario.

[Quest](#), the college's annual celebration of scholarly and creative pursuits of the campus community, returned in April 2021 as a real-time virtual event filled with timely, topical and thoughtful presentations across many academic disciplines. While the pandemic changed plans for Quest 2020, the 2021 edition has benefited from a full year of planning and amazing campuswide contributions, said Kristen Eichhorn, the dean of graduate studies and coordinator of Quest. With the college holding no daytime classes on April 14, students and other campus community members traditionally are encouraged to explore the wide range of presentations, poster presentations, performances, awards and more. This year's lineup features a wide-ranging menu of topics of diversity, equity and inclusion, which is both timely and a preview for the campus-wide Grand Challenge, starting in fall, on race, racism and social justice.





*A collaboration between SUNY Oswego faculty in the field and in the lab with outstanding student researchers set out to crack the code of what eggshell variations might mean. This was a large project and collaboration between biological sciences faculty members Daniel Baldassarre and Poongodi Geetha-Loganathan with star students like biology major Muhammad Hidoyatov, who presented his research at spring's Quest celebration of scholarly and creative activity.*

## Sponsored Program/Grants Activity

The COVID-19 pandemic saw a decrease in the number of grants applications/contracts submitted (FY19-20=101 vs. FY20-21=89), but the funding rate was higher (FY19-20=67.33% vs. FY20-21=73.03%). The number of individual grants/contracts funded decreased slightly (FY19-20=68 vs. FY20-21=65) with total dollars awarded in 2020-2021 (\$4.30M) remaining steady when compared to 2019-2020 (\$4.27M).

***Below are some highlights of new grants received:***

- SUNY Oswego successfully re-applied for a Collegiate Science and Technology Entry Program (CSTEP) grant to increase the number of students from under-represented groups who are pursuing professional licensure and careers in mathematics, science, technology and health-related fields. It is a 5-year award that provides \$199K/year to support this program. The contract was finalized in late 2020.
- Jaclyn Schildkraut (Criminal Justice) was awarded a contract from the Syracuse City School District to implement a school shooting preparedness program (\$30K). This program is expanding in FY2021-2022.



*Criminal justice faculty member Jaclyn Schildkraut (seated, left) prepares for an interview with CNN anchor Brooke Baldwin.*

## Oswego Researchers Studying How to Better Detect COVID Mutations

A SUNY grant supports Oswego faculty and students studying how to more accurately detect COVID-19 and mutating strains of the virus. Moreover, they will use what they learn to inform and train researchers across SUNY and elsewhere.

"We are currently working on developing better techniques to detect COVID-19 since it's a burning topic right now," said junior biochemistry major Vikrant Jandev.

Chemistry faculty member Julia Koeppel and some of her students previously worked in COVID-research, including at a boot camp last summer at Rutgers University. The opportunity to give students a role in such important research provided both learning experiences and value to greater society.

"We were teaching students about the evolution of the virus by this sequence alignment and then looking at the structure of a particular protein from the virus and how mutations in that protein might affect structure and function," Koeppel explained of the ongoing work in the college's Shineman Center laboratories.

In December, Chancellor Jim Malatras announced awards from the SUNY Prepare Innovation and Internship Program, which supported 12 teams of SUNY students and faculty across seven campuses with up to \$10,000 in seed funding to conduct further research on their proposals. The program is designed to provide real life, hands-on applied learning experiences for students, which involves them in the creation of pandemic-related solutions. "The SUNY grant will support the important work of Oswego Professors Bendinskas and Koeppel in recognizing the continuous mutation of the COVID-19, SARS-CoV-2 virus and the need for our detection methods of the virus to evolve," President Deborah F. Stanley noted.

"The grant will also provide the opportunity for two undergraduate students to engage in innovative research, highlighting the continuing efforts by SUNY Oswego to provide high impact learning experiences and faculty mentoring to our students," Stanley added. "Professors Bendinskas and Koeppel have significant experience working with students in this way and we look forward to seeing this study progress."



VIEW VIDEO



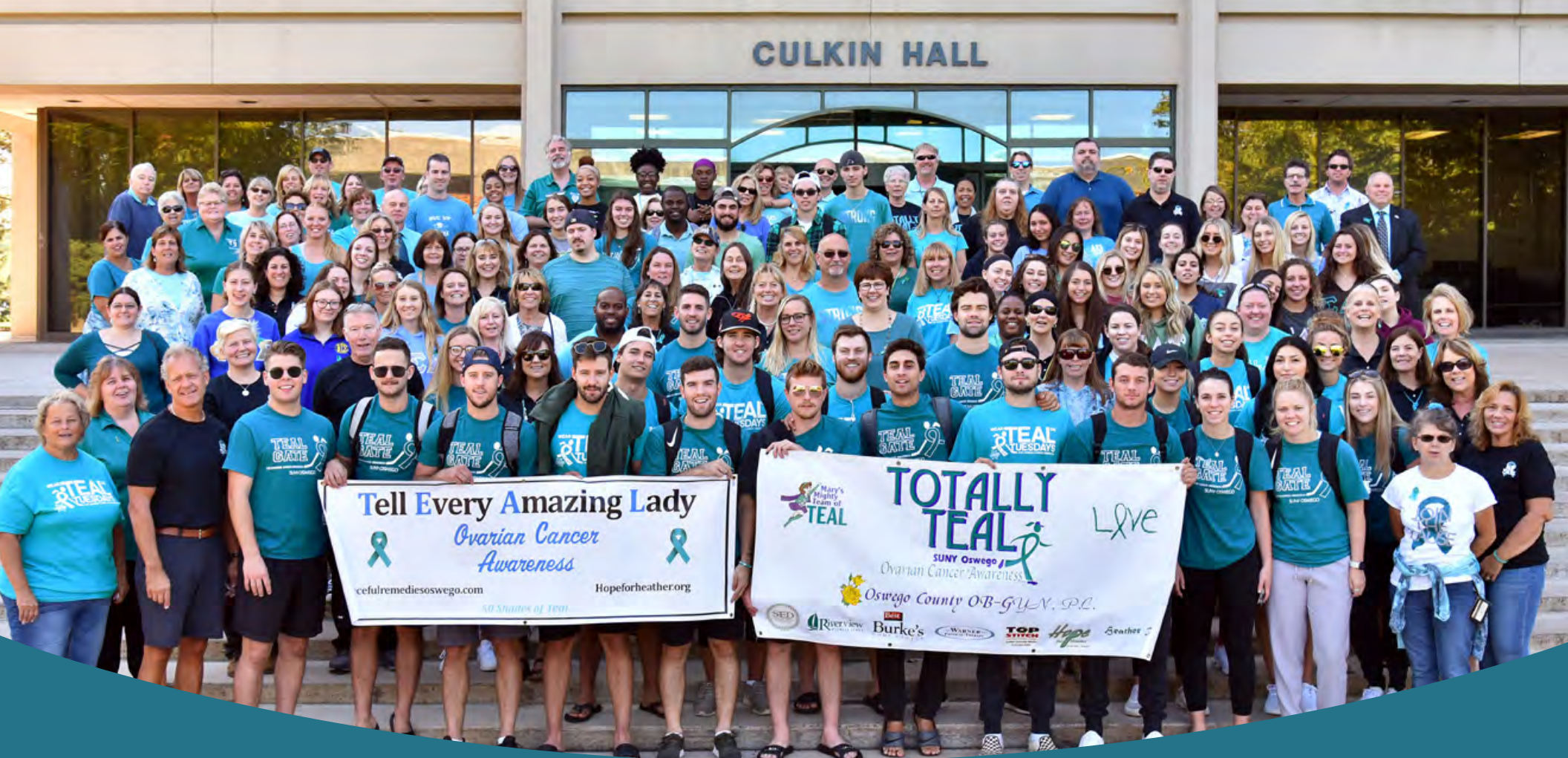


Joanne O'Toole (front row, 4th from right) with students in Puerto Rico.

- Joanne O'Toole (Curriculum and Instruction) was awarded a New York State Education Department contract entitled "Standards and Professional Learning Initiative: NYS World Languages in the 21st Century" for \$311K.
- Yonggang Wang (Atmospheric and Geological Sciences) was awarded a United States Department of Energy grant for his collaborative project with colleagues at the University of Wyoming studying mixed-phase convective clouds in the polar marine boundary layer in northern Europe. This research led to Wang working with Junior meteorology major Michael Pagnanelli after [receiving a Student Scholarly and Creative Activity Grant](#) for "Climatology of Arctic Cold Air Outbreaks - An Observational Analysis." While the SUNY Oswego family is well aware of what lake-effect snow is, this recent campus grant will enhance federal funding for student-faculty research on a more large-scale effect involving Arctic air.
- SUNY Oswego contracted with McAllister & Quinn (M&Q), a Washington, DC-based consulting firm, who will assist SUNY Oswego in securing funding from federal, state, and private organizations. They will also partner with ORSP to provide access to professional development programs relating to grant writing for our campus community. In early March 2021, ORSP began to work with M&Q to conduct an Organizational Analysis (OA), a "listening session" based process for identifying institutional and individual needs and interests. The input from these informed the development of a subsequent "Opportunity Matrix."
- In collaboration with the Sustainability Studies minor, which is currently run out of the political science department, SUNY Oswego collaborated with a number of faculty from other universities in the lower Great Lakes region to apply for external funding, and submitted three grant applications (two national-level, one state-level) in 2020-2021.



Atmospheric and geological sciences faculty member Yonggang Wang (left) and sophomore meteorology major Michael Pagnanelli.



# Community Impact

*SUNY Oswego faculty and staff engage and partner with local, national and international communities and make an impact through research, community service and economic development for collective prosperity, equity, resilience and success.*

## Serving and Educating the Wider Community

Developing and growing a talented and skilled workforce continues to serve as the hallmark of our campus mission and this work extends to the education of our community members as well. **The Office of Business and Community Relations (OBCR)** is specifically charged with providing the interface between the campus and the community, including the business community. Staff are routinely invited to participate on business, municipal and non-profit boards given their expertise and affiliation with the College.

SUNY Oswego celebrated its 28th year of delivering professional development content around community stewardship and leadership skill development through the **Leadership Oswego County (LOC)** program, despite the pandemic. A total of (12) class members from the LOC Class of 2021 were able to complete their coursework through individualized one-on-one meetings and participation in virtual program days. For example, both Government Day and Education Day were held via the Zoom platform which allowed class members to engage in meaningful dialogue with local government leaders and education professionals.

A total of 29 residents participated in two **Micro-Enterprise Program** classes and became eligible to apply for up to \$25,000 in low-interest financing to expand or start their business in Oswego County. The Micro-Enterprise Program is coordinated by SUNY Oswego's Small Business Development Center, the City of Fulton Community Development Agency, City of Oswego Community Development Office, and Operation Oswego County. The program provides 24 hours of small business training that covers such topics as how to write a business plan, how to obtain financing, accounting and tax issues, business insurance, legalities, marketing, and other basic business start-up issues.

The **Retired and Senior Volunteer Program (RSVP)** developed and secured community partnerships for the Youth Mentorship Program. The program strives to supply experienced and skilled senior volunteers to work as mentors with youth and young adults ages 16-24 in Oswego County to increase soft skills necessary for workplace readiness, job retention and career advancement. This intergenerational program will fulfill a gap in our community, providing mentorship for youth and instructional training that teaches life skills for career and educational advancement.

The **Lifelong Learning Program** offered its summer 2020 session via Zoom due to COVID-19, resulting in a substantial increase in participation of the program, with 33 unduplicated participants across five courses. A winter 2021 session of the program was also held via Zoom, allowing the program to make steady progress toward its goal of increasing participation and program notoriety to enhance the lives of older adults and facilitate the culture of lifelong affiliation with SUNY Oswego.

SUNY Oswego continued to serve as staff to the Workforce Development Board of Oswego County, providing oversight for the Workforce Innovation and Opportunity Act (WIOA) \$1.4M annual budget to operate the One-Stop Career Center and deliver training objectives. As part of this effort, staff engaged with local, regional, state and federal officials and continuously advocated for resources to support local job seekers and regional business's needs as well as ensure that all Board and Career Center activities were in line with federal WIOA regulations. In 2020-21, the Workforce Development team developed several surveys designed to provide real-time information during COVID on businesses, adult job seekers, and youth experiences in finding and retaining employment. The data was presented to the board and several strategic action items are being implemented as a result. An increase in marketing and outreach to both businesses and job seekers about career center services, resulted in increased business engagement around apprenticeships, internships, and job shadowing, as well as increased engagement through K-12 partnerships.

## Embedding our Students into the Community

SUNY Oswego's support to business, industry, government and non-profit organizations is provided through numerous partnerships and collaborations including the many opportunities to provide experiential learning opportunities for our students.

In 2020-2021, **SUNY Oswego's Agricultural Testing and Analysis Labs** trained a total of 11 students for work at the Port of Oswego Authority to better understand grain grade and flour testing, analysis and sampling as well as nutrition labeling. Our analysis includes near infrared techniques, highly sensitive and accurate mycotoxin detection among others. Our Ag Labs are also championing the approval of an Applied Agricultural Sciences Certificate micro-credential for our students that is both industry-friendly and responsive

to USDA testing compliance. To date, our Ag Labs have trained 65 students and provided \$144,829 in student payroll.

The **Sheldon Institute for Barbara Shineman Scholars program** was transitioned to the Office of Business and Community Relations in early 2021 and eight student assistants and one graduate assistant were hired to provide support to classroom instructors and program staff for the 2021 summer program. This opportunity has allowed students to gain instructional experience as well as classroom management experience while interacting with children grades 2-10.

OBCR also hosted **four student interns** including a finance intern to assist with developing a budget for the Sheldon Institute as well as reimagining the program for the summer of 2021; a marketing intern to support marketing efforts for the Oswego County Workforce New York Career Center; a public relations intern to support the development of a marketing campaign for the Oswego County Community Foundation; and a marketing intern to support the inaugural Oswego County Virtual Career Summit –a virtual 2-hour career exploration and work readiness event for 9th-12th graders throughout Oswego County.

When participants and parents of the previously launched **STEM 4 Kids program** (geared for kindergarten through third grade) asked for more opportunities for older children, the **Oswego Technology Student Association and the Department of Technology developed and launched [Young Inventors](#)** for fourth through sixth graders in the community. The program, which provides experience to future teachers in the technology curriculum’s “Teaching Methods” course, is also a beneficial teaching and learning experience that delivers rich “hand-on, minds-on” STEM lessons and activities for schoolchildren and their families from Oswego County. This year, both programs were changed to an online format, which required rethinking how to deliver effective lessons while retaining the engagement and real-time interest level of children.

Students participating in the **Volunteer Income Tax Assistance program** prepared 308 federal income tax returns and a similar number of state tax returns for the 2021 filing season, generating hundreds of thousands of dollars in tax refunds and earned income tax credits for residents of Oswego County, including many low-income individuals.



*Senior technology education major Gabrielle Bloise delivers a lesson during a STEM 4 Kids session in October.*



*Students in grades 6-7 and 8-10 participate in the annual Sheldon Institute for Barbara Shineman Scholars.*



*SUNY Oswego collected \$2,000 worth of supplies and personal care items for Oswego County Opportunity's Services to Aid Families (SAF).*

Health Promotion and Wellness faculty secured an external grant from the Shineman Foundation to offer **Go Girls**, a wellness program for underprivileged teens at the Fulton YMCA.

The Computer Science Department had students and various classes working on a range of projects supporting the local community.

- Worked with Fort Ontario and Page Memorial Chapel to create an augmented reality experience for visitors, allowing the history of the fort to come alive using a cell phone application.
- Created online resources allowing users to explore the history of the Underground Railroad in Oswego and the surrounding area.
- Worked with local businesses involved in collectable card distribution to improve their web interface and make the site easier for players to use.



*SUNY Oswego State Employees Federated Appeal (SEFA) children's book drive*

- Partnered with Lockheed Martin on improving interfaces to software used nationally by a range of military personnel.
- Created interactive, augmented reality experiences at the H. Lee White Maritime Museum in Oswego through a grant received from the Shineman Foundation.

## Partnerships and Community Engagement

SUNY Oswego's decades of commitment to serving its community has been consistently recognized by the Carnegie Foundation as the college has been named one of 119 U.S. colleges and universities to receive the competitive Carnegie Community Engagement Classification, an elective designation that indicates institutional commitment to community engagement. Oswego is proud of the many ways it embraced and supported the wider community this past year.



### **Supporting Families**

SUNY Oswego's State Employees Federated Appeal (SEFA) campaign collected \$2,000 worth of supplies and personal care items for Oswego County Opportunity's Services to Aid Families (SAF) program in conjunction with the college's annual Yards for Yearley event. The health and hygiene products will be used to provide those comforts to survivors who have fled domestic and sexual violence and are utilizing SAF program services. The donation is in direct relation to an ongoing partnership between the college's Title IX office and It's On Oz program.

The inaugural SUNY Oswego State Employees Federated Appeal (SEFA) children's book drive netted 717 books for the Oswego Bookmobile. Valued at more than \$4,000, the donations will boost the popular program that supports local children ages 3 to 18.

### **Supporting the Youth**

SUNY Oswego's Office of Business and Community Relations provided \$10,000 in financial support for the **Leadership Oswego County Youth** program, specifically supporting 15 Oswego County high school youth participate in its class of 2020-21.

SUNY Oswego staff also partnered with the Youth Bureau of Oswego County to host Oswego County's first-ever **Virtual Career Summit** held in April 2021. The summit was open to students in grades 9 through 12 throughout the county. The event consisted of a two-hour virtual conference with a business panel, several career exploration/work readiness workshops, and engaging entertainment. More than 340 participants logged in, including several whole classrooms broadcasted the event for their students.

The Curriculum and Instruction department partnered with both Onondaga Cayuga Madison BOCES and CiTi BOCES in Oswego County to launch the **Teacher Immersion Program (TIP)**, which provides consistent paid substitute teaching opportunities and professional development for our teacher candidates in Blocks 2, 3 and MSED graduate programs.

During spring 2021, Oswego's School of Education **re-instated two Oswego County PDS sites**, one in the Oswego City School District (Leighton Learning Community), and one in the Fulton City Schools (Lanigan Elementary), as

well as maintaining its Syracuse City School District partnership. These PDS partnership initiatives supported productive work in Social Emotional Learning (SEL); clinically enhanced field placements; mentor teacher orientation and development; residency research and planning; culturally responsive teaching; technology integration; and planning for a review of coursework and assessments to ensure that the rigor of the curriculum is meeting the needs of the (continuously) changing learning environment.

### **Supporting our Seniors**

The **Retired and Senior Volunteer Program** provided (417) senior volunteers who served 23,271 hours of volunteer service at more than 65 partnering sites and non-profit organizations in Oswego County.

### **Supporting Local Business**

SUNY Oswego's **Small Business Development Center (SBDC)** presented a two-hour seminar with Fort Drum for BOSS (Better Opportunities for Single Soldiers) providing information on how to build your own business. The SBDC also participated in a COVID recovery panel discussion targeting retail establishments in Oswego County. The SBDC also served 148 clients with 403 contact hours, and 752 prep hours, resulting in a total impact of \$6,317,250 for Oswego County and the region. This created 27 new jobs and retained 45 jobs.

SUNY Oswego also developed the **Start-Up NY** designation for the Syracuse Technology Garden in downtown Syracuse, allowing for tax-free incentives to prospective tenants who comprise the innovation and entrepreneurship portfolio of CenterState CEO.

This year **ARTSwego** specifically made a point to help support our local artists who have been struggling for work during the pandemic. As part of our Ken-ekt' Chamber Music Series, we partnered with local arts organization including Symphoria, CNY Jazz, and Onondaga Community College's Music Department to highlight and perform with local musicians.

In October 2020, the Department of Technology, hosted the **81st Annual Fall Technology Conference** in support of Technology Education teachers and other education professionals in New York State. The department offered the conference virtually this year in response to the COVID-19 crisis, upholding

our tradition of service, collaboration, outreach, scholarship, and leadership with the Technology Education community in New York State. The conference featured 36 different presentations allowing participants to earn up to 16 hours of CTLE professional development credit.

Staff also participated as board and committee members that steer the work of governments and non-profit agencies including the NYS Economic Development Council, NOAA's Lake Ontario Marine Sanctuary, the CNY Regional Planning and Development Board, the CNY Regional Economic Development Council Workforce Development and Environmental Justice Task Forces, Regional Poverty Collaborative, Community Foundation of

Oswego County, SUNY Upstate Medical University Bioaccelerator, Operation Oswego County, Oswego County Economic Advancement Planning Committee, Syracuse City School District Partnership Council, the CiTi BOCES and Cayuga Community College CTE Advisory Groups, Oswego County Youth Summit Committee, Early College High School Information Technology Program Steering Committee, the PTECH Governance Committee, the Fulton City School District Counseling Advisory Board, Oswego County Opportunities, Inc., Oswego ARISE Advisory Committee, Literacy Coalition of Oswego County, Caring Community Advocates, Greater Oswego-Fulton Chamber of Commerce and the Oswego County Office for the Aging.



## Focus Forward Mentoring Program Celebrates 10 Years of Success

The successful, student-oriented peer-mentoring program Focus Forward is celebrating its tenth anniversary as it continues to cultivate student interest and bring new schools into its program.

The school-based mentoring program matches college students with middle and high school students who are struggling or are at risk academically, socially or emotionally. The college students work one-on-one or in small groups of mentees, allowing them to form bonds.

"I joined Focus Forward my first semester of college and have continued into my last semester," said Katie Weber, a double major in adolescent education and in English. "I have made lasting connections and lifelong impacts."

Then known as Mentor-Scholar, the program launched in 2011 in the Oswego Middle and High schools. Eight additional schools around Oswego County have joined the mentoring program over the past decade.

Since 2018, Focus Forward has used a co-coordinating model. One coordinator is described as having a narrow breadth, meaning that they work closely with only one school district, the Oswego School District, allowing the mentors to work closely with their students. The second is the wide-breadth coordinator who leads several various groups of mentors across the remaining schools.

"Over the course of the 10 years that we have partnered with SUNY Oswego's Focus Forward mentoring program, it has continued to grow to include closer to 75 mentors and mentees," said Mary Beth Fiero, acting principal at the Oswego Middle School. "Focus Forward is one of our most popular offerings."



## Oswego Forward: Responding to a Global Pandemic

Throughout 2020-2021, the COVID-19 pandemic swept through the world, yet it brought to light the importance of SUNY Oswego's resilient and long-serving partnerships with industry, governments, researchers, and entrepreneurs. Our campus has enjoyed a long history of academic collaborations with SUNY Upstate Medical University through strategies related to innovation, research, and articulation of student educational programs, yet this past year our relationship was amplified through the implementation of baseline, surveillance and exit testing of asymptomatic students and employees at SUNY Oswego.

We served as the pilot campus to SUNY Upstate Medical University's implementation of COVID-19 testing, resulting in a total of 82,936 saliva tests collected on our campus in 2020-2021 and swiftly processed at SUNY Upstate laboratories to identify COVID-positive cases and maintain the health and safety of our campus.

SUNY Oswego held weekly meetings and collaborated with the Oswego County Health Department in an effort to establish trust and transparency around guidance, testing, isolation and quarantine protocols. We also participated in several weekly meetings with SUNY officials and in Campus Safety Monitor meetings led by SUNY, and took part in Regional Economic Development Council meetings, sharing health and safety updates as well as discussing economic impact challenges throughout COVID.

The college also assisted and supported the City of Oswego's implementation of surveillance COVID testing for essential workers (police, fire and DPW), enabling their productivity throughout this vulnerable period. SUNY Oswego staff also served as a member of the COVID-19 Fund Review Team awarding over \$120,000 to local nonprofits in an effort to support COVID-19 relief efforts to community members experiencing challenging circumstances.

When it came time to vaccinate the members of our community, several partnerships were formed in support of administering the COVID-19 vaccination, resulting in SUNY Oswego providing both open (public) and closed (campus only) points of dispensing of the vaccine in campus facilities for 2,257 individuals.

On the SUNY Oswego campus, all members of the campus community worked in tandem as outlined in the *Oswego Forward Plan* (Fall 2020) and the *Spring Forward Plan* (Spring 2021). We came together to address the issues associated with the COVID-19 pandemic, and all departments, faculty, staff and administrators made adjustments to their normal ways of doing business in an effort to preserve the Oswego experience for our students. Faculty engaged in faculty development that led to more effective remote instruction. Faculty and staff implemented a range of intentional contacts to students to check in on them. In addition, the faculty approved a number of proposals (e.g., expanded pass/fail option) to best serve students during this time.

Curriculum and Instruction faculty, staff and supervisors utilized new technology tools and platforms to support teaching and supervision practices. Teaching Channel Plus was used by student teaching supervisors as a platform to gather student teaching videos, provide feedback to student teachers, and highlight effective teaching practices. Mursion was used by

methods faculty to allow students a virtual reality teaching experience with middle school avatars in a simulated classroom before entering an actual field experience.

The theatre program altered their season and the production process where live theatre was not possible. They adapted performances for zoom, live streaming and edited live capture; prepared students (and staff) to work in this new media; and developed, through trial and error, a guideline of best practices for digital performances

Educator preparation programs, clinical experiences, and educator certification procedures were all impacted by the COVID-19 pandemic. Alternative model plans were developed for each impacted program using input from school districts, the School of Education Dean's Office, the Field Placement Office, and academic departments for how to continue to support our candidates, P-12 learners, and teachers in public schools. SUNY Oswego placed 100% of our student teaching candidates in schools with cooperating teachers.

Operating in "COVID mode" required significant rethinking of pedagogy, particularly in lab-based courses. Science departments were often very successful with this challenge with Electrical Computer Engineering offering at home kits for students, Chemistry included virtual demonstrations in labs, and Physics offered lab experiments that could be completed with common home material.

Classroom technology support for COVID-19 was a campus-wide undertaking. Highlights of the achievements involved a website to coordinate information and communication, a multi-department pooling of resources to ensure students and faculty had access to the resources required and a ramping up of supporting infrastructures to provide the campus access to the technical resources they needed.

Advisors staffed virtual drop-in hours from 8 a.m. to 4:30 p.m. Monday through Friday, providing a helpful face-to-face resource for our students.

Campus Technology Services (CTS) also collaborated with the President's Office, Academic Affairs, Health Services, Auxiliary Services, Residence Services, Human Resources, Student Services, and the Office of



*SUNY Oswego health professionals took action this spring to safely vaccinate our students, and offered additional COVID-19 vaccination clinics on the SUNY Oswego campus to the greater Oswego community.*



SUNY Oswego's COVID-19 Testing Verification app

Communications and Marketing to develop COVID testing, tracking and compliance systems.

- The team created a custom COVID test check-in utility to track compliance with mandatory weekly student and employee testing, drastically improving accuracy and significantly reducing staff hours compared to previous processes.
- CTS created on-demand COVID reporting systems that provided necessary statistics on testing, quarantine and isolation for the purposes of public reporting and internal process improvement, allowing the university to make informed, data driven-decisions.
- The campus expanded its use of Zoom to enterprise-wide, to support remote teaching, learning and work. Including students in the campus Zoom licenses encouraged them to continue meeting both formally within their clubs and organizations as well as informally. Staff used Zoom for departmental and cross-departmental meetings.
- As the year went on, many functions that normally took place face to face moved to Zoom. This included Admissions meetings with prospective students as well as first-year orientation.

Oswego's entire facilities services team led a herculean effort to manage the COVID pandemic at every turn. From staging the entire campus for a return to in-person operations in the fall 2021, to placing hundreds — if not thousands — of signs, placards, directional arrows, paper towels, hand sanitizer, disinfectant cleaner and much more across campus inside and out. This unit was the distribution machine for PPE across campus including gloves, masks, face shield, Tyvek suits and much, much more. These dedicated employees were essential and showed up each day to ensure the campus was readied for daily activities and that our students, faculty and staff were always in a safe, clean environment.

VIEW VIDEO

Why is it important to wear a mask?

**Oswego students stepped up to SUNY's Mask Up or Pack Up video challenge.**

OSWEGO STATE UNIVERSITY OF NEW YORK

#MaskUpSUNY

*Our students participated in SUNY's "Mask Up or Pack Up" campaign to promote universal compliance with evidence-based COVID-19 safety guidelines across SUNY's 64 colleges and universities. In response to Chancellor Malatras' call for students to urge their classmates to act responsibly and vigilantly to contain the virus and keep campuses safe and open, SUNY Oswego created its own "Mask Up or Pack Up" video. The complementary video encouraged students to rise to the challenge and comply with masking guidelines.*



In concert with the scheduling of two **Wellness Days** (February 24 and March 23) held during the spring 2021 semester, the college turned its arena into a temporary fitness center. Usually filled with Laker hockey fans during this time of year, the arena floor was filled with treadmills, ellipticals and free weights. Students were encouraged to take time to engage in activities or take a rest to restore their minds, bodies and spirit in ways that were important to them.

President Deborah F. Stanley and SUNY Chancellor James Malatras made a joint announcement in February 2021, from SUNY Oswego's Romney Field House, stating that intercollegiate athletic competition in the State University of New York Athletic Conference (SUNYAC) for the spring 2021 sports would resume. Those sports (men's and women's track and field, baseball, softball, men's and women's lacrosse, and women's tennis) began preparing for their abbreviated seasons in February, under the support and guidance of their coaches, while strictly following the safe play guidelines provided by the NCAA, New York State and local departments of health, and the SUNY System.



## Cross-Campus Teamwork Leads to Rapid Creation of COVID Hotline

A new [COVID Hotline](#) came together in the fall of 2020 through the quick work and leadership of a dedicated cross-campus team.

Vice President for Student Affairs and Dean of Students Jerri Howland spearheaded an effort to serve students and parents who had questions about how the college is adapting to the pandemic — and moreover could benefit from a reassuring human voice.

As the number of COVID-19 cases rose, Chief Technology Officer Sean Moriarty and the Campus Technology Services team noticed another figure increasing — the volume of calls from concerned parents seeking answers and guidance. Calls flooded the college switchboard and Health Services office.

“What made the situation difficult was that people were phoning with questions that spanned several units within the college,” Moriarty noted. “To really answer people’s questions it seemed that we needed to gather answers from several units in the college and share those answers with the people calling.”

Vice President Howland quickly began recruiting a team, working with others across campus, and many people and departments stepped up. An initial meeting that featured student affairs leaders, Moriarty and CTS representatives, Associate Provost Rameen Mohammadi, Vicki Furlong from finance and administration, and the college’s Office of Communications and Marketing took place at the start of the fall 2020 semester — and the quick work of dozens of staff members had the hotline up and running in just two days time. Calls peaked the first week, but the team answered hundreds of calls in all.



## Art and Culture in the Community

Providing culturally rich, engaging and accessible arts and culture programs to the campus and wider region is another way SUNY Oswego positively impacts the greater community.

ARTSwego's 2020-2021 performing arts series featured inspiring virtual programs that offered several transformative and innovative learning experiences in 2020-2021.

- Broadway sensation Mandy Gonzalez brought her breathtaking voice to a live virtual solo show that featured classic Broadway covers. Part of the ALANA Student Leadership Conference, the concert also included a special duet with a SUNY Oswego Theatre student seen by over 700 virtual attendees. Gonzalez also hosted a virtual class to vocal students and a lecture/discussion on overcoming fear of public speaking and developing communication skills.
- Black Violin performed a live virtual concert to over 300 attendees using their unique blend of classical and hip-hop music to overcome stereotypes while encouraging people of all ages, races, and economic backgrounds to join together to break down cultural barriers.



*SUNY Oswego's theatre and communication studies departments worked together to bring a filmed performance of the holiday favorite "It's A Wonderful Life" to a virtual stage.*

- SUNY Oswego alumnus Tamar Greene '09, performed a solo concert featuring songs that reflect the substantial impact on the African American presence in theater. Approximately 500 people attended the concert.
- Native and African-American vocalist and songwriter Martha Redbone, known for her unique gumbo of folk, blues and gospel, held a virtual concert that featured songs on issues of social justice, connecting cultures, and celebrating the human spirit.
- Sultans of String performed a concert of genre-hopping fusion of Celtic reels, flamenco, Gypsy jazz, Arabic, Cuban, and South Asian rhythms with songs that spoke to the challenges facing the world's refugee populations. They also held a workshop on best practices in performing virtual music concerts in the face of a global pandemic.

SUNY Oswego students, faculty and staff also forged forward this past year, despite the pandemic, to present the following theatre performances.

- Virtual staging of "It's A Wonderful Life" provides learning experiences — Bringing a favorite holiday movie to the stage and filming it made "It's A Wonderful Life: A Live Radio Play" a learning opportunity for SUNY Oswego students. Five free virtual showings were presented to the community in December 2020. To present the play last fall, director Jonel Langenfeld-Rial's theatre students and Francisco Suarez's broadcasting students collaborated, while meeting all state and local COVID-19 health guidelines, in an effort to provide some holiday cheer. Due to COVID-related restrictions, the performance involved recording the show in separate rooms to meet health and safety guidelines. To maintain continuity, the production had to make two rooms look exactly the same, with the same background and the same design. All students agreed that accomplishing the work under the current circumstances helped them in their respective roles and toward their individual career goals.
- Spring Student production "Dog Sees God" navigates new conditions — the cast and crew of SUNY Oswego's Blackfriars Student Production of "Dog Sees God: Confessions of a Teenage Blockhead," in March 2021 leaned on creativity and collaboration to bring the production to the virtual stage.





*Pictured top to bottom: Mandy Gonzalez , Black Violin*

*Pictured top to bottom: Sultans of String, Martha Redbone*



# Sustainable & Thriving Institution

*SUNY Oswego continues to be guided by a shared commitment to institutional effectiveness and progress resulting in another successful fundraising year, record-breaking endowment growth, continued capital investment and campus renewal, and a campus wide resourcefulness that has allowed our campus to advance and contribute to the public good despite the pandemic.*

## Maintaining Fiscal Strength in 2020-2021

Fiscal year 2020-21 proved to be a unique year in the history of SUNY Oswego. Continued management and mitigation of the COVID-19 pandemic was forefront on everyone's minds but the SUNY Oswego campus community never wavered in serving the internal and external community.

Fiscally, we were bracing for a significant cut to our operating budget via direct state tax dollar support as the COVID-19 pandemic continued to affect New York State finances. Yet, Oswego's response to the challenging budget issues was planned out, deliberate and swift, and our efforts satisfactorily mitigated the budget deficit while preserving the core mission of the institution and service to our students.

In early summer, federal stimulus funds began to surface that provided SUNY Oswego with much needed relief to absorb compounding costs attributed to the continued effects of the COVID pandemic. Higher Education Emergency Relief Fund (HEERF 1) Coronavirus Aid, Relief, and Economic Security Act (Cares Act) funding provided the college a \$3.6 million allocation to support students and \$3.9 million to support the institution. This funding coupled with FEMA funds was approved to cover costs that supported COVID control and mitigation efforts. In spring 2021, a second round of federal stimulus funds — HEERF II, Coronavirus Response and Relief Supplemental Appropriations Act (CRRSSA) funds — was allocated and used in the form of emergency grants to our neediest students (\$3.6 million) and additional institutional funds (\$9.2 million) to support the continued demand to manage COVID.

## Campus Renewal

Over the past five years of campus renewal, SUNY Oswego's capital plan projects exceeded \$92 million and injected over \$61 million into New York's economy. In the last year, even with the impact of COVID-19 slowing down the completion of some projects and the universal moratorium on project initiatives after March 2020 causing many projects to come to a temporary halt, SUNY Oswego still completed millions of dollars in capital projects (as outlined below). At the time of writing this report, in a resilient response to the externally imposed difficulties, SUNY Oswego had continued forward with its plans to revitalize and modernize our campus.

**Funnelle Hall used for COVID-19 Quarantine Rooms** — As the SUNY Oswego campus moved from baseline COVID-19 testing in August to aggressive surveillance testing throughout the 2020-2021 year, President Deborah F. Stanley announced in early September 2020 that Funnelle Hall would be used to house students who needed to quarantine. Recently renovated and slated to be offline during the fall 2020 semester, the residential facility (with its 208 single rooms) was ideal for students who needed to quarantine. As the 2020-2021 academic year drew to a close, the declining number of positive cases and the lessening need for quarantine and isolation rooms, coupled with the broad availability of the COVID-19 vaccine prompted the college to change course. This spring, the college announced that Funnelle Hall would re-open for student residency in fall 2021 with all rooms offered as single occupancy. At this time, the college also announced that it would continue to support students through isolation and quarantine in 2021-2022 using Lonis, Moreland and Oneida Halls



## SUNY Oswego to Create Nation's Premiere Broadcasting and Graphic Design Facility

As the 2020-2021 year came to a close, SUNY Oswego was preparing to [launch an \\$80 million campus renovation project](#) that will turn the former Hewitt Union into a nationally competitive hub for its School of Communication, Media and the Arts. The transformed Hewitt Hall will serve as the new home for the college's renowned broadcasting; graphic design; and cinema and screen studies programs.

Developed with input from students, faculty and other stakeholders, the renewed Hewitt Hall has a target completion date of fall 2023 to host classes, labs, events and related activities that will further elevate the media arts programs in Oswego's School of Communication, Media and the Arts. Exterior renovations are expected to be completed in 2022.

The college will be working with CannonDesign (of Buffalo) as the architect for the project, with DiPasquale Construction (Spencerport) performing the renovations, with work resulting in the creation of 439 jobs over the course of the project.

"When complete, Hewitt Hall will become a facility where the very best students and distinguished faculty in the nation will come to find a transformative, state-of-the-art hands-on learning and teaching space," said SUNY Oswego President Deborah F. Stanley. "It adds to a sweeping \$850 million renewal program that has made our campus increasingly competitive in our academic programs and further promotes the academic excellence that exists at Oswego."



*Pictured top to bottom: Hewitt Hall Newsroom, Hewitt Hall Collaborative Core, Hewitt Hall exterior*

## Completed Capital Projects

Rehab Funnelle Hall/MEP Upgrades .....	\$14.5m
Rehab Mary Walker Phase I .....	\$2.5M
Extended Learning to Sheldon Hall .....	\$1.7M
Exterior Lighting Upgrades .....	\$750K
MCC Ice Compressor Upgrades .....	\$2.2M
Minor Capital Projects .....	\$750M

## Active Construction Projects

Rehab Hewitt Hall Phase I.....	\$18.0M
Rehab Sheldon Exterior/ Terracotta .....	\$14.0M
Mackin steam line replacement.....	\$700K
Rehab Mary Walker Phase 2.....	\$2.6M
Relocate Artville/Bookville .....	\$750K
Wilber Hall Corridor/Classroom Ventilation.....	\$500K
Minor Capital Projects .....	\$750k

## Construction-Ready Projects

Rehab Hewitt Hall Phase 2 .....	\$38.0M
Rehab Seneca Hall/ MEP Upgrades .....	\$21.0M
Onondaga Vestibule Repair.....	\$500K
Minor Capital Projects .....	\$1.5M

## Active Design Projects

West Campus/Rudolph Road Steam Line .....	\$3.0M
Poucher Hall HVAC upgrades/ Masonry .....	\$500K
Rehab Roofs Campus-wide .....	\$2.5M
Upgrade emergency power/generators .....	\$2.0M
Funelle Hall technology upgrades.....	\$1.0M
Minor Capital Projects .....	\$750K

## Project in Planning for 2021-2022

Rehab Mahar Hall for MEP/Classroom Technology Upgrades.....	\$9.0M
2020 Oswego Facility Master Plan update .....	\$300M
NYSERDA Campuswide Energy Master Plan .....	\$150M
Residential Life Facility Master Plan.....	\$250M

## Record-Setting Endowment Growth

SUNY Oswego’s exceptional performance over nearly two decades reinforces to our donors that charitable giving to SUNY Oswego is a smart investment—with returns that have the capability to change the course of society’s future through the contributions of our graduates in communities around the state, the nation and the world.

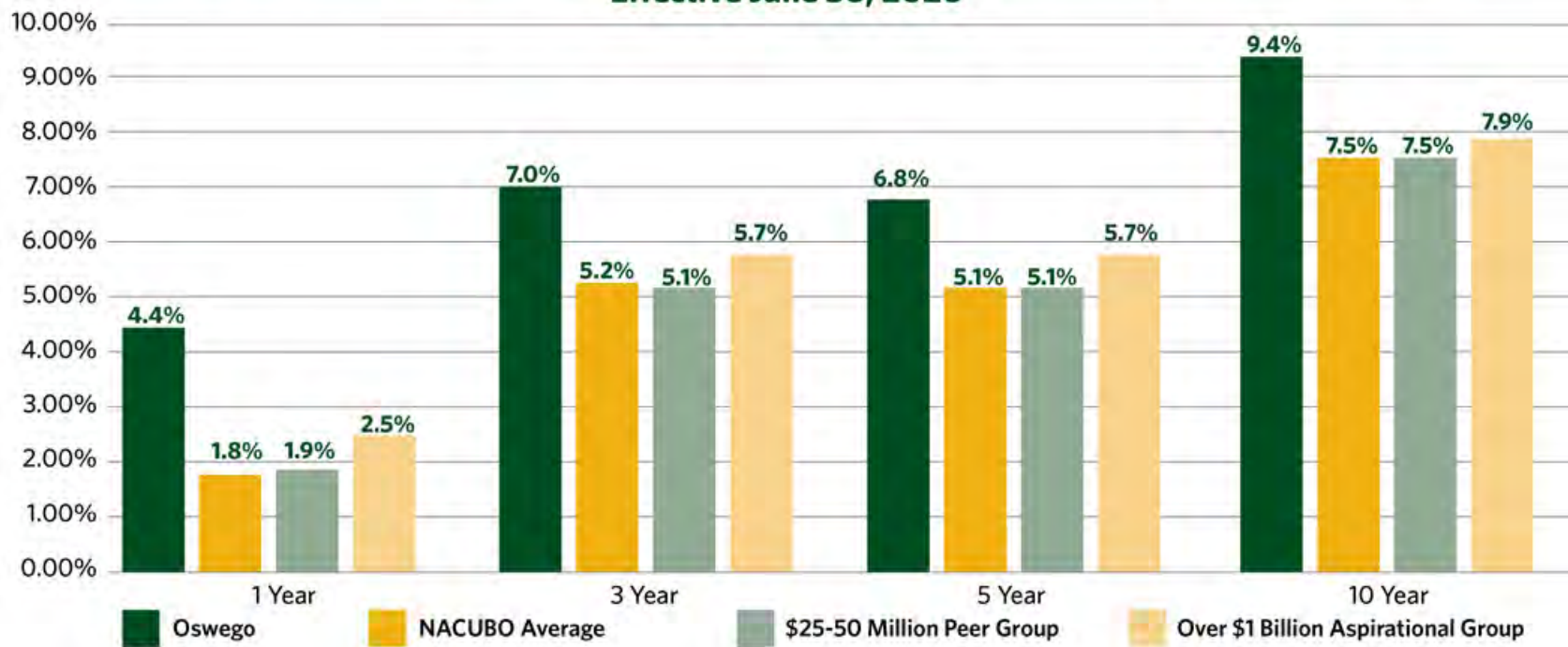
For the first time in its history, the Oswego College Foundation recorded a 27.8% return on its endowment investments. These returns, combined with our phenomenal fundraising results over the past year, resulted in our **endowment reaching a record high \$56.7 million** as of June 30, 2021. For the past 14 years (17 out of the past 18 years), the college endowment outperformed the average rates of return among the 705 U.S. colleges and

universities who responded to a 2020 survey by the National Association of College and University Business Officers (NACUBO) — Commonfund Study of Endowments.

The endowment, managed by the Oswego College Foundation Investment Committee, surpassed the performance of other college endowments over a one-year, three-year, five-year and 10-year span.

“We are so grateful for the support of our more than 4,600 alumni and donors who help us provide the necessary resources to our students and campus community,” said Vice President for Development and Alumni Engagement Mary Gibbons Canale ’81. “Their philanthropy, volunteer hours and service to our campus truly elevates the quality of education and the transformational experiences SUNY Oswego delivers to our students.”

**Oswego College Foundation, Inc.**  
**One, Three, Five and Ten Year Endowment Net Rates of Return vs. NACUBO Data**  
**Effective June 30, 2020**





## Helping Oswego Students Chart a “Path Forward”

The endowment’s remarkable growth punctuates the completion of another successful year for SUNY Oswego and its Division of Development and Alumni Engagement, which raised a total of more than \$8 million in 2020-2021, including \$3.5 million in cash and pledges.

Among the other highlights of 2020-2021 was the successful completion of the [Path Forward campaign](#). In less than two years — the majority of which coincided with a global pandemic — SUNY Oswego supporters raised more than \$2.5 million and doubled the number of need-based scholarships from 220 to 440.

Today, more than 630 SUNY Oswego students annually benefit from need-based and merit-based scholarships, which help to reduce student debt load. This financial support also enables many students to reduce the number of hours working at outside positions so they can focus on their studies and truly enjoy their college experience. A total of 636 scholarships and awards were

granted through the Oswego College Foundation in 2020-2021, an increase of 22% over the previous year. The most significant change, as a result of the Path Forward campaign, was a 51% increase in the number of need-based awards.

Our donors continue to rally around other targeted fundraising efforts as well. Since March 2020, SUNY Oswego supporters donated nearly \$225,000 (more than \$365,000 when combined with matching grants through SUNY) to the Student Emergency Fund to help cover students’ unanticipated expenses that were a result of COVID-19. Several donors directed their support to this fund during our Giving Tuesday Challenge on Dec. 1, which brought in a total of \$14,641 from 136 donors.

In addition, thanks to the performance of the endowment, the college will be able to award \$5,000 Marano Scholarships to 90 students next year (2020-2021), instead of the 60 students when the program launched in 2017-2018. The original \$7.5 million gift now stands at \$11.3 million, after distributing \$1.1 million in awards over the past four years.



*The Office of Sustainability hosted a small-scale thrift sale during Earth Month in April 2021.*

## Sustainability and Preserving the Environment

The college celebrated Earth Month with a week of daily campus cleanups, a seed sharing event, two-day thrift sale, an Arbor Day webinar and more. The Office of Sustainability, which spearheaded most of the events, also hosted campus cleanups at a variety of times every day during Earth Week in April 2021.

[A partnership between SUNY Oswego's Rice Creek Field Station and the Canal Forest Restoration Project \(CFRP\)](#) was also formed with the mission to restore native tree species to New York State's canal region. The project addresses how tree species such as white oak, swamp white oak and white pine that were disproportionately lost due to timber harvest and wetland draining to support the canal industry. CFRP, based at Rice Creek Field, grew trees for free distribution to the public. Once planted, these trees will provide habitat for native species, return culturally significant trees to the region, and trap and store carbon during their long lives to reduce the impacts of climate change.

Upon SUNY's establishment of the [System-wide Print Resource Use Policy](#) in spring 2021, SUNY Oswego moved forward with its own "Print Initiative" on campus where employees have been invited to serve as active participants

in the effort to "print smart and print less." The project, led by the Purchasing Department and Campus Technology Services, began this summer and will consist of three phases aimed at achieving print efficiency, optimization and meeting sustainability goals by July 2023.

## Strategic Planning and Focus on Institutional Priorities

To help manage the institutional annual reporting, SUNY Oswego launched AEFIS, an assessment management platform at the end of the spring 2020 semester, to collect all of the college's annual reports from each division and department. Each director/department head reviews these annual reports followed by the Vice President and the President. We compiled this information to create this report (and will continue to do so in subsequent SUNY Oswego annual reports).

Also in spring 2021, the SUNY Oswego Continuous Improvement Report was launched in AEFIS to record the current status of specific goals submitted from each division and department that align with SUNY Oswego's Institutional Priorities. The 2020-2021 Continuous Improvement Report was designed to feed into the 2021-2022 Continuous Improvement Plan to document multi-year and new goals that align with SUNY Oswego's priorities and institutional-wide annual goals.

## Preparing for Our Self-Study and Middle State Accreditation

On November 2, 2020, SUNY Oswego hosted a successful virtual Middle States Commission on Higher Education (MSCHE) Self-Study preparation visit with our MSCHE vice president liaisons. Following the visit, SUNY Oswego's Self-Study Design report was accepted by MSCHE with no changes. This acceptance enabled SUNY Oswego's team of 80+ faculty members, administrators and staff who comprise the Self-Study steering and subcommittee members to move forward with drafting SUNY Oswego's MSCHE Self-Study report. SUNY Oswego will host (virtually) the MSCHE Self-Study team chair on October 25, 2021 and the MSCHE Evaluation Team March 6-9, 2022 as a part of our re-accreditation process with MSCHE.





## Looking Oswego Forward

SUNY Oswego looks forward to the 2021-2022 academic year in which it will celebrate 160 years of higher learning. Our campus community will take great pride in the history of the institution but SUNY Oswego will remain committed to continued and sustainable excellence, putting student success at the center of all we do.

In the words of retiring President Deborah F. Stanley (who will step down this December 2021 after 26 years as president and 44 years at SUNY Oswego):

*“We must understand that our plans may not lead nicely and neatly forward. Our plans will not obviate the need to make choices all along the way. If we know anything about the feel of the present and the difficulties in finding a dream for the future, it is that life is far from simple. It is full of complexities*

*and interdependencies. So too is our college inevitably. So too will be our path and our future, but our plans will help us interpret the unpredictable, intervening events.*

*SUNY Oswego is an inspiring place because of all of us. Our pride is justified in how well we’ve done and how far we’ve come, but life will force us onward. To stay strong, we will have to work as hard as we have been working; giving our all; applying the full capacity of our intellects; contributing our infinite and fascinating variety; supporting each other with candor and camaraderie. For me, it is what makes the journey that can transcend the limitations of any one destination. And I am convinced that for the future, it will be more and better than we ever dared believe.”*



# Financial Reports

## 2020 - 2021 Financial Recap: Total Campus Operating Budget by Division — All Funds

Expenses	Academic Affairs	President/ Administration	Administration/ Finance	Student Affairs	Development	Campus-wide Utilities	Total	% of Total
Instructional FTE	321.00	—	—	3.00	—	—	324.00	—
Non-Instructional FTE	249.75	42.50	355.25	147.08	17.25	—	811.83	—
<b>Total FTE</b>	<b>570.75</b>	<b>42.50</b>	<b>355.25</b>	<b>150.08</b>	<b>17.25</b>		<b>1,135.83</b>	
PSR Instructional	22,730,666	—	—	1,304	—	—	22,731,970	—
PSR Non-Instructional	13,509,898	3,066,029	12,471,646	7,956,603	1,456,582	—	38,460,757	—
OT/Holiday/Other	13,032	3,138	374,596	25,173	—	—	415,939	—
<b>Subtotal Personal Service (PSR)</b>	<b>36,253,595</b>	<b>3,069,167</b>	<b>12,846,242</b>	<b>7,983,080</b>	<b>1,456,582</b>		<b>61,608,666</b>	<b>59%</b>
TS Instructional	5,577,318	—	1,970	—	—	—	5,579,288	—
TS Non-Instructional	1,493,374	153,580	230,340	1,357,485	—	—	3,234,780	—
TS Students/Grad Students	546,397	39,347	78,270	—	—	—	664,014	—
<b>Subtotal Temporary Service (PST)</b>	<b>7,617,089</b>	<b>192,927</b>	<b>310,581</b>	<b>1,357,485</b>			<b>9,478,082</b>	<b>9%</b>
Supplies	1,000,426	18,199	1,436,984	903,132	3,450	—	3,362,190	—
Travel	338,505	725	167,918	180,766	—	—	687,915	—
Contractual Services	2,492,524	213,011	2,838,054	1,114,233	—	—	6,657,823	—
Equipment	827,988	19,742	192,393	152,900	3,377	—	1,196,399	—
Library Acquisitions	259,266	—	—	—	—	—	259,266	—
Utilities	—	—	—	—	—	3,110,425	3,110,425	—
Other	—	—	—	8,116,368	—	—	8,116,368	—
<b>Subtotal Other Than Personal Service (OTPS)</b>	<b>4,918,710</b>	<b>251,677</b>	<b>4,635,348</b>	<b>10,467,399</b>	<b>6,827</b>	<b>3,110,425</b>	<b>23,390,387</b>	<b>22%</b>
<b>Total Expenditures (PSR, PST, OTPS)</b>	<b>48,789,394</b>	<b>3,513,771</b>	<b>17,792,171</b>	<b>19,807,965</b>	<b>1,463,408</b>	<b>3,110,425</b>	<b>94,477,135</b>	
Fringe Benefits	2,480,217	—	2,557,724	2,712,738	—	—	7,750,679	—
Assessments	—	—	305,917	—	—	—	305,917	—
DASNY Overhead/Insurance	—	—	496,548	—	—	—	496,548	—
DASNY Debt Service	—	—	1,412,127	—	—	—	1,412,127	—
Other	—	—	—	—	—	—	—	—
<b>Subtotal Fringe, OH, etc.</b>	<b>2,480,217</b>		<b>4,772,316</b>	<b>2,712,738</b>			<b>9,965,271</b>	<b>10%</b>
<b>Grand Total</b>	<b>51,269,611</b>	<b>3,513,771</b>	<b>22,564,488</b>	<b>22,520,702</b>	<b>1,463,408</b>	<b>3,110,425</b>	<b>104,442,406</b>	<b>100%</b>
<b>%</b>	<b>49%</b>	<b>3%</b>	<b>22%</b>	<b>22%</b>	<b>1%</b>	<b>3%</b>	<b>100%</b>	



# College Leadership

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**Deborah F. Stanley**, *President*



**Scott R. Furlong**, *Provost and Vice President for Academic Affairs*



**Jerri Howland**, *Vice President for Student Affairs and Enrollment Management*



**Nick Lyons**, *Vice President for Administration and Finance*



**Mary Canale**, *Vice President for Alumni Relations and Development*



**Rodmon King**, *Chief Diversity and Inclusion Officer*



**Kristi Eck**, *Chief of Staff*



**Ebony Dixon**, *Executive Director of Enrollment Management*



**Mary C. Toale**, *Executive Assistant to the President*



**Wayne Westervelt**, *Chief Communication Officer*



**Pamela D. Caraccioli**, *Deputy to the President for External Partnerships*



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SUNY Oswego is accredited by the Middle States Association of Colleges and Schools; where appropriate, individual programs may be accredited by specific discipline-oriented organizations.