



FARMINGDALE STATE COLLEGE

Annual Report to SUNY

2020 - 2021

**Farmingdale
State College**

State University of New York

Overview

Farmingdale State College has fared well through COVID and, as an institution, is emerging stronger in a number of areas. Our response to COVID in 2020-21 proved effective. FSC was among the first to move toward aggressive testing (initially with Enzo Biochem). The College's Nursing program assisted Suffolk County with contact tracing and helped administer the College's testing site. Our low level of positive tests underscores the compliance of our students and the work of our Health and Wellness staff in a region that was hard hit by the virus.

In spring 2021, FSC completed its MSCHE reaccreditation process and received an excellent report from the visiting team. The Self-study document included numerous internal recommendations, most of which are being addressed in the College's 2021-22 action items formally adopted in June. As we start the 2021-22 AY the report below will highlight several advances and identify some of the obstacles and challenges that the College will face.

Enrollment

Farmingdale State College continues to have robust enrollment. Our fall headcount of 9,314 fell slightly below our target. However, we experienced a nearly 5% increase in the number of ft/ft students. Although our headcount was below the 2020 level, we expected as much given the number of Long Island students who enrolled at FSC for only one semester or one year when many colleges moved to remote only instruction. In addition, a number of students withdrew or were withdrawn due to a failure/unwillingness to receive a COVID vaccine. The College exceeded its target for first-time/full-time students without experiencing a decline in the high school GPA of its entering cohort. Although the demographic environment has led to a decline in transfer students from our nearest institutions (Nassau and Suffolk community colleges), our outreach into Queens, the creation of joint admission agreements with some community colleges, and the addition of new academic programs have been instrumental in meeting our targets.



Financial Position

As a result of strong enrollment, prudent management, and carefully reduced spending over the past 16 months, the College is in excellent financial position with unrestricted operating reserves totaling \$33M. As a result, we are identifying the strategic priorities to which funds should be appropriated to further strengthen the institution. These may include upgraded lab facilities in either or both Criminal Justice and/or Civil Engineering Technology. Farmingdale has been able to fund new faculty positions that will permit the growth of key new academic programs that should help the College sustain its high enrollment, improve the student/full-time faculty ratio, and raise its profile in the downstate region. Farmingdale has maintained its financial strength despite refunding millions of dollars in broad-based fees and room charges as well as incurring well over \$5M in expenses related to COVID response.

FSC's sponsored program accounts with the Research Foundation have operated at a loss and carried a significant deficit balance for multiple years. The imbalance between low indirect cost recovery and institutional overhead had never been fully addressed, and attempts to reduce or retire this deficit previously were unsuccessful. With new leadership, our sponsored programs and financial staff have resolved the deficit and made significant adjustments to how grants are managed on campus and have put the campus in a position to avoid this issue entirely in the future.

Fundraising

FSC's Development and Alumni Engagement work is increasingly successful. Over the past nine months the Foundation has received two gifts of \$500,000 from an alum. These gifts will allow the College to launch its first college-wide honors program in which up to 20 students will receive renewable scholarships of at least \$1,000 and be involved in specialized courses and dedicated programming and activities.

In addition, the number of alumni and faculty/staff donors (1,205) is the highest number in FSC history. In the 2020-21 FY, the Farmingdale Foundation raised nearly \$2 million. This is second only to 2011, when the College received a gift of \$1 million. A number of alums also created or added to endowed scholarships. Gifts and growth yielded \$3.5 million in total revenue. Total assets grew to \$10.2M from \$7.7M in 2020. Revenues grew by \$2.4M and scholarships awarded increased by \$200,000.

In conjunction with Enrollment Management, the Foundation greatly improved the efficiency of the scholarship award process to better recruit and retain successful students. Students are notified of awards earlier which should help improve the admissions yield among scholarship candidates. The College is now in a position to set a higher minimum award level for these scholarships.

Recently, the College and its Foundation opened a search for a Director of Development position. This reflects the growing confidence in the ability to attract and engage donors and build upon recent success.

Farmingdale continues to host a group of about 60 Sillcox Scholars with a \$300,000 annual gift from the Tortora-Sillcox Foundation. These students are overwhelmingly from distressed school districts and would be unlikely to pursue a college opportunity without the Sillcox/Farmingdale partnership.

In Fall 2021, the Foundation moved in earnest to establish and promote a planned giving program. A small number of donors have already surfaced and indicated that the Farmingdale Foundation is included in their estate plans.



Student Success/Outcomes

Farmingdale promotes itself as an engine of opportunity given the salaries commanded by our graduates and the fact that FSC graduates have little or no student debt. The SUNY/NYS DOL grad wage data reveals that FSC graduates earn among the highest salaries of any SUNY graduates at three, five, and ten-years following commencement. In any given year, only three to four campuses have graduates who earn more than FSC graduates across a 64-campus system. The College's semiannual survey of graduates continues to show that over 90% of responders are gainfully employed or pursuing graduate degrees within six months. The substantial majority remain within the New York Metro or Long Island region which reinforces the College's place in stemming the brain drain.

Farmingdale focuses on preparing students for professional careers and graduate school. Recent data from The Wall Street Journal and College Factual highlight a number of FSC degree programs. The WSJ in summer 2021 published data on the ratio of student debt to income for graduates who were three years removed from degree completion. Fourteen Farmingdale programs appear within the top quarter of programs ranked by this measure of return on investment. Eight programs appeared in the top ten nationally. More recently College Factual, which ranks colleges and programs based primarily on regional, national, and program specific accreditations and post-graduation employment and earnings, identified 15 bachelor level programs within the top tiers of its national, mid-Atlantic region, or state rankings.

Perhaps nothing underscores the value of the FSC experience more than the success of its students on national and regional licensure and certification exams. Over the past four semesters students in FSC's Nursing, Dental Hygiene, Med Lab Science, and Professional Pilot programs have each achieved licensure/certification pass rates of 100%.

Similarly, students in the College's numerous opportunity programs (EOP, CSTEP, TRIO) show remarkably high retention rates. The average retention rate over five years for EOP was 82%. For TRIO this rate was 93% and for CSTEP 96%. In each case the year one to year two retention rates exceed the college-wide average.

The College is tracking fall to fall retention rates for first generation to college students. Although these rates are solid, there has been a slight decline over the past three years from 85% in 2017 to 78% in 2020. Institutional Research and other offices are further exploring these data.

The Sillcox students have had great success. Fully half of its 58 students appeared on the President's or Dean's List in Spring 2021.

Since 2016 the College has hosted the RAM (Research Aligned Mentorship) program, initially supported by a US Department of Education First in the World grant. Over 300 RAM scholars (up from 211 in 2019-2020) completed research or applied learning experiences. Over the four years of the program, retention across the approximately 800 students who participated in cohorts 1 – 4 is 90%. The success of the various programs occurs largely as a result of the concerted and intensive work that the staff does to provide support and various opportunities to students. These go well beyond financial support and involve mentoring, monitoring and providing options for working closely with faculty and staff.



Academics

The addition of new academic programs at various levels has been a key to Farmingdale's success, and accounts for much of the growth that occurred in recent years. Most recently, B.S. degrees in Computer Science and Civil Engineering Technology have been added. The Civil Engineering Tech now enrolls 64 students with 90 enrolled in Computer Science.

New certificate programs have been added in Sustainable Energy, Cannabis Production and Management, and Wind Turbine Technology along with new micro-credentials in Computer Aided Design (CAD), Wind Energy Technology, and Financial Mathematics. The micro-credentials and targeted certificates offer ways to enhance the value of the student experience and build on the College's mission to be recognized as a center for applied learning.

In 2020 the new Center for Criminal Justice Studies was formed, bringing together three different degree options focused on the field of law enforcement and the courts and corrections within the local, state, and federal levels. The shared delivery of the BS degrees in Police, Courts and Corrections, Law Enforcement Technology and the AS degree in Law Enforcement seamlessly serves students whether they plan to enter a police academy, earn a bachelor degree, or pursue an advanced degree or law school. These integrated programs educate students in the areas of digital investigation, crime prevention, counterterrorism, courts, and the judiciary.

The energy certificate programs helped pave the way for broader partnerships with General Electric, NYSEDA, and Stony Brook University. (See Community Engagement section below) The new Cannabis certificate may serve as a foundation for a partnership with Queens College to deliver some of the content of the certificate program on a non-credit basis to interested populations in Queens. (See p.8 below)

FSC has joint admissions agreements in place with both Nassau Community College and Suffolk County Community College. Transfer students from these community colleges are integral to Farmingdale's enrollment success, and we continue to work with these partner institutions to make greater use of these joint admissions agreements.

FSC is also partnering with SUNY Old Westbury to deliver BS to MAT degrees in both Health Education and Technology Education. We anticipate those programs will be operational in the 2022-23 AY. In addition, graduate level articulations have been established with both Adelphi University and NYIT.

Other new programs are in various stages of development. The proposal for an online Masters of Science in Nursing is complete. An online degree completion program in Artificial Intelligence Management is in development along with a proposal for a Quality Assurance MS online. New certificates in GIS and Human Resource Management are under review.

Subsequent to our last report, the School of Engineering Technology earned renewed ABET accreditation of the follow programs: Architectural Engineering Technology, Computer Engineering Technology, Construction Management Engineering Technology (newly accredited), Electrical Engineering Technology, Manufacturing Engineering Technology, and Mechanical Engineering Technology. In addition, the Visual Communications program attained National Association of Schools of Art and Design associate membership. Full membership is pending already agreed upon curricular revisions.



Remote Learning/ Distance Education

The College continues to add programs delivered via distance learning. These programs build on current areas of strength or provide academic opportunities that are otherwise lacking in the region or within SUNY. In addition to the existing degree completion programs in Nursing and Dental Hygiene, a move to an online option for GIS is underway. The newly approved Cannabis Management and Production certificate is also fully online. Farmingdale will pursue a Nursing Admin MS, Quality Assurance MS, and an Artificial Intelligence Management completion BS. All will be delivered online.

Beyond the current and proposed degree programs, hundreds of additional courses and sections are being delivered remotely. Over 780 faculty members trained to teach remote online classes. 110 workshops for 750 participants were offered on topics for online course teaching. Academic Affairs DL incentive program produced 117 new online Work for Hire courses. A SUNY+ proposal was submitted which will move FSC towards SUNY Online designation.

Organizational Structure

The needs of the College and its continued success required a number of changes in organizational structure. The admissions and student affairs functions have been united in the new position of Vice President for Enrollment Management and Student Engagement. The enrollment function had not previously received the focused attention needed from professionals experienced in that area, as it had been aligned with Marketing and Communications. Student Engagement has been an area in which the College needs to improve. Student Affairs, following a vacancy, had been aligned with the Office of Diversity and Inclusion.

The position of Chief Diversity Officer has been elevated to become Vice President for Diversity, Equity and Inclusive Excellence. It's expected that this will lead to more programming across campus. (See below)

These structural changes will better allow FSC to work with students from application to graduation. As a result of two retirements—one at the VP level and the other in a dean level position—the College was provided some savings and the opportunity to improve attention to each area. In addition, the Marketing and Communication function is now reporting to the Vice President for Development and Alumni Engagement. The new alignment is working quite effectively. In Fall 2021, the Cabinet also opted to have our Chief Information Officer serve simultaneously as its Chief Information Security Officer and elevated the position to the cabinet level. At the same time the Affirmative Action and Title IX responsibilities were moved to Human Resources to improve training and compliance.

In 2020 all cabinet members, the president, and four academic deans participated in a 360 review through SUNY SAIL. Previously (2018) cabinet members and the president used this evaluative tool including a self-appraisal. Prior to this, there was little institutional history of using an evaluative or self-improvement process that involved peer, subordinate, and supervisor feedback.



Diversity, Equity and Inclusive Excellence

Recently the College renamed a campus building in honor of a local civil and workers' rights leader and icon, Delores Quintyne. The unique event attracted regional attention and has become a point of pride. The ceremony seems especially fitting in light of recent enrollment trends. It appears that effective this semester, FSC has become a majority minority institution. Effective in Fall 2021 52% of the college's students identify as members of at least one minority group. That number rises to nearly 59% for freshman students. Further, we anticipate that Farmingdale may soon be identified as a Hispanic Serving Institution as our Hispanic population seems to be about 26% of our student body. This diversity extends beyond race and ethnicity. Approximately 150 students are veterans of the US armed forces. The College has also had approximately 450 legal permanent resident students.

Currently, the Diversity, Equity and Inclusive Excellence office is constructing an equity scorecard. Preliminary data reveal little evidence of an academic equity gap at FSC. At least in terms of fall to fall retention and baccalaureate level graduation rates, a high degree of parity exists among students regardless of race or ethnicity. However, some gaps seem to exist when comparison is made to other SUNY institutions. Farmingdale, however, does have a gender gap in enrollment, particularly in its School of Engineering Technology

and its Business School. Presently, 58% of FSC students are male (vs. about 45% across SUNY). With the hiring of a new Vice President to oversee enrollment, the College will prioritize recruitment of women in the STEM fields.

The opportunity to recruit in the engineering fields seems clear. Interestingly, American Society for Engineering Education released its 2020 rankings of enrollment in engineering technology programs. Farmingdale State College is fourth in degrees awarded, second in degrees awarded to underrepresented minorities, and fourth in the nation in degrees awarded to women.

The College is cognizant of the need to recruit and retain a more diverse faculty. Toward that goal, the College applied for and received an Alliances for Graduate Education and the Professoriate (AGEP) grant funded by the National Science Foundation. This is the first individual NSF grant awarded to Farmingdale. Partners in an AGEP Alliance model work to develop, implement and study a model of advancing doctoral candidates into STEM tenure-track faculty positions.

At FSC, the NSF-AGEP Predominantly Undergraduate Institution Alliance is comprised of Stony Brook University (lead Institution), Farmingdale State College, Suffolk County Community College and Brookhaven National Laboratory. Faculty at FSC are selected to provide teaching mentorships and micro-teaching experiences for underrepresented minority doctoral candidates in the STEM disciplines from Stony Brook University. The goal of the project at FSC is to ultimately hire visiting doctoral students as full-time faculty, pave the way for increased diversity, and allow minority FSC undergraduate students to see themselves more represented in the faculty body.

The College recently signed a Memorandum of Understanding with The Dream.US, a well-financed organization that assists Dreamers with full tuition scholarships. These are undocumented immigrant youth who came to the US at an early age. Most have DACA or Temporary Protected Status that allows them to remain in the country. We expect to recruit our first cohort of ten or more Dreamers in Fall 2022. Farmingdale appears to be the first SUNY college and first Long Island institution to sign an agreement with The Dream.



Civic Engagement

In 2020 the College received Carnegie Community Engagement Classification, an elective designation indicating institutional commitment to community engagement. This was the culmination of a lengthy process. Recently, the College's Nexus Center for Applied Learning and Career Development has taken responsibility to maintain the Carnegie designation and build on FSC's involvement with the broader community.

Offshore wind is an area in which Farmingdale is broadly engaged. At the request of the Executive Chamber, FSC offered three of the initial programs designed to build a skilled and appropriately educated work force for the offshore wind industry. Two programs were offered at the Farmingdale campus—one of these carried academic credit, the other was intended to offer an introduction to work opportunities in the wind industry. For the latter program, extensive recruitment was done with students of the Long Island Educational Opportunity Center. The third program was delivered in conjunction with General Electric, largely at GE's Alternative Energy Learning Center near Schenectady.

Farmingdale, along with Stony Brook, are serving as hosts of the Offshore Wind Training Institute and recently moved, along with NYSEERDA, to launch the OWTI web site and to initiate a labor market study and gap analysis to determine the training and education needs of this new industry. The study, which is being performed by BW Research, should be completed by November 20, 2021. Funding to launch these summer programs was obtained through the Executive Chamber in conjunction with SUNY and the SUNY RF. Additionally, FSC is the sponsoring institution for both the Long Island Educational Opportunity Center (LIEOC) and for the Small Business Development Center (SBDC). Both Centers are New York State leaders in the number of persons served and in outcomes. The LIEOC had the third highest enrollment among statewide EOCs, ranked second among statewide EOCs in retention percentage, recorded the highest total completions among statewide EOCs, and placed second among statewide EOCs in completion percentage. The SBDC ranked first in the number of clients served among the 22 SBDC centers state-wide with an estimated \$40M in economic impact. Recently, through collaboration with the campus, the SBDC received a grant to assist FSC's minority students and recent alumni with entrepreneurial aspirations.



Looking Forward

Farmingdale's most pressing challenges are demographic and infrastructural. We expect that the strong enrollment growth experienced in recent years will subside. Evidence of this is already occurring and it requires the College to think differently about recruitment and retention in the years ahead. It is vital that SUNY institutions work together to retain students in the System and provide ready pathways to additional degrees or credentials within and among SUNY campuses. To some degree, this is underway as a result of our joint admissions agreements with Nassau and Suffolk community colleges. In addition, the Provost's Office is nearing completion of joint admissions agreements with both Westchester Community College and Mohawk Valley Community College.

It will be important to think differently and more broadly about how best to recruit community college students. This may include considering the option of offering the upper division of FSC bachelor level degrees at these campuses to make retention of students on Long Island and within the System as easily attainable as possible. This could address issues of mobility or work/family commitment for community college students.

Beyond this, the College intends to explore the recruitment of adult learners beginning with students who have stopped out in recent years through return to complete initiatives. This may require further use of remote learning courses. New academic programs have been at the center of Farmingdale's enrollment growth. As noted above, some new programs are being developed for distance education. The new B.S. program in Computer Science began in Fall 2021. Along with additional new certificate programs mentioned on p.3, new certificates in GIS and in Human Resource Management will be offered.

In collaboration with Queens College, Farmingdale intends to deliver an introduction of cannabis production and management with non-credit bearing weekend courses delivered to a diverse population. The colleges are working on an MOA/MOU and expect to deliver the first courses in Spring 2022.

However, new programs require appropriate space and facilities if they are to appeal to prospective students and their families. For example, the addition of Computer Science

along with existing programs in Computer Programming and Information Systems, Computer Security Technology, Security Systems, and GIS, brings total enrollment in these fields to nearly 1,000 students. With FSC's Science Technology and Society degree included, enrollment reaches over 2,000. The College plans to unite these programs in a Center for Computer Science and Security Systems and is much in need of a new academic building to house this Center. The campus's existing spaces simply cannot accommodate the anticipated growth in these fields. Although \$130M has been committed to campus renovation projects that will dramatically improve Farmingdale's aging infrastructure, a new building for Computer and Security Systems is vital to FSC's growth prospects, and is needed to raise the profile and appeal of these programs to current and prospective students.

The College's successful completion of the MSCHE re-accreditation process was mentioned at the outset of this report. FSC is using the self-study document by adopting a number of its recommendations for future action. Subsequent to the April 2021 team visit, the Cabinet adopted, with input from the College-wide Committee on Planning and Resource Allocation (CPRA), a number of Key Performance Indicators which are accompanied by metrics, goals, and action items that are linked to the strategic plan. That plan has served the College well, and the Cabinet sees little need to significantly alter its broad goals. Rather, CPRA was recently charged with reviewing and updating the objectives from the College's current plan.

The Cabinet will, however, undertake a thorough SWOT analysis beginning this fall and do so with the understanding that past growth and success do not assure a successful future. It is imperative that this analysis go beyond the usual listing of factors, both internal and external, that may impede or aid the College's success; rather, it should involve deeper levels of analysis, diagnosis and prescriptions.



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