

SUNY ANNUAL REPORT 10/31/2023

Overview:

Farmingdale State College has fared well through the recent challenges to institutions of higher education. As we start the 2023-24 academic year, the report that follows will highlight numerous advances and identify some of the issues that will confront the College in the years ahead.

In spring 2023, Farmingdale adopted a new five-year strategic plan covering the period 2023-2028. The plan, titled [Eight for '28](#), includes eight broad goals and is both aspirational and accessible. It was adopted by the College-wide campus governance body and by our College Council, and is now being monitored and assessed by both the cabinet and our Committee on Planning and Resource Allocation. (include link to Plan)

Enrollment and Retention:

Farmingdale State College continues to experience robust enrollment and remains a system-wide leader. Our fall 2023 headcount of 9,604 exceeded our target number and was 250 students ahead of the prior fall term. The FTE number rose from 8,133 to 8,403, also exceeding our target. Although the College experienced growth in first-time, transfer, and continuing students, the College's one graduate degree continues to be significantly under enrolled.

The recent enrollment growth masks two troubling issues for the College:

- 1) the lagging enrollment in some academic programs, including a number with excellent reputations and outcomes. These include Aeronautical Sciences, Bioscience, Business Management, Construction Management/Engineering Technology and Medical Laboratory Science; and
- 2) a trend toward a declining number of credits completed by third and fourth-year students which adversely affects the College's graduation rates.

Fortunately, in the enrollment area, new degree programs added over the past seven years have more than compensated for others that are lagging. Enrollment in some programs is particularly strong. Currently over 1,200 students are enrolled in FSC's Computer Science, Computer Engineering Technology, Computer Security Technology, Security Systems and Computer Programming and Information Systems Technology programs. This is an increase of over 200 students in one year. Of particular note is the significant increase of 130 students in the Computer Science program. Farmingdale ranks 5th across SUNY – just below University Centers – in terms of the number of students enrolled in programs in these disciplines. Although the demographic environment has constrained transfer students from nearby Nassau Community College (NCC) and Suffolk County Community College (SCCC), our outreach into Queens, the creation of joint admission agreements with Westchester Community College, and the addition of new academic programs have been instrumental in meeting our transfer targets. In Fall 2023 our enrollment of new transfers grew by 90 students.

Farmingdale is working to identify strategies that will boost enrollment in program areas that seem unduly under enrolled or have lagged in recent years. The College is also working to develop a number of new degree options including a degree in Public Administration among others. In other instances, existing degrees are being launched via distance learning.

In Fall 2024, the College will launch three new online degrees—a Master’s of Science in Nursing, an upper division bachelor level program in Artificial Intelligence Management and the recently approved Applied Economics degree.

With the goal of boosting online enrollment, a task force has been launched to examine strategies for assuring the online experience meets or exceeds the academic and student engagement standards of our onsite programs.

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, an online option for Geographic Information Systems is being offered. The fully subscribed Cannabis Management and Production certificate is also completely online. Farmingdale has received approval for a Nursing Administration MS, an Artificial Intelligence Management bachelor’s completion degree. Both will be delivered online. Currently about 110 students are enrolled in program delivered entirely by distance learning.

Beyond the current and proposed degree programs, hundreds of additional courses and sections are being delivered remotely. In Fall 2023 nearly 4,200 students are enrolled in at least one distance education course. Over 780 faculty members are trained to teach remote/online classes. The Academic Affairs Distance Learning incentive program has produced about 120 new online Work for Hire courses.

The institution’s new strategic plan which prioritizes the growth of online programs and services that meets the needs of adult learners on Long Island and beyond. This task force will provide recommendations for improvements on enterprise-wide practices that will support the successful recruitment, admission, advising, retention, and graduation of a fully online learner population and build a seamless online learner experience at Farmingdale State College.

The College is working to improve retention and completion rates. Farmingdale faces an anomalous situation. Fall to fall retention from the first to second year exceeds SUNY-wide and Colleges of Technology averages. This is broadly true across demographic groups. However, the FSC four and six-year completion rates are below those of comparable institutions. This issue needs further diagnosis and significant attention.

The College is currently working to address these challenges. Action steps are now in place or are being formulated based on the information from a study that was conducted by the Strategic Enrollment Management (SEM) Plan Retention Subcommittee. Seven specific actions were recommended, including the introduction of dozens of sections of a new first year experience course in Fall 2023, as well as the recruitment of additional advisors to work more intensively with students, and added early intervention strategies. Steps to identify courses that may inhibit degree progression are underway. Through the use of SUNY Transformation Funds, the College is now launching an ACE initiative to boost student success.

The SEM Plan Retention Subcommittee began work in Fall 2022 after the SEM Plan was adopted. The subcommittee, consisting of 15 faculty and staff, was charged with developing action items to address the five strategic goals outlined in the SEM Plan:

- Increase first year retention to 85%.
- Increase second year retention to 75%.
- Increase six-year graduation rates to 65%.
- Increase matriculation from the associate level Liberal Arts and Sciences (LAS) programs to bachelor level programs to 55%.
- Increase the four-year graduation rate to 45%.

The Committee submitted recommendations to meet the goals outlined to align with the new Strategic Plan. As of Fall 2023, the following recommendations have been implemented:

- Formalized campus-wide training for advisors for common campus tools/procedures – CRM Advise, OASIS, Banner, DW, Financial Aid, Registrar, Admissions.
- Realigned the Academic Advising and Information Center (AAIC) by assigning academic advisors to academic departments and their students to create a case management system.
- Redesigned the Early Warning system to intervene with students in academic distress.
- Redesigned Academic Warning system to create a Student Success Intervention process for students who do not receive a 2.0 GPA after their first semester.
- Created Sharing Our Academic Resources (SOAR) – which reaches out to students with cumulative GPAs of 2.0-2.5 to offer academic and other types of support.
- Redesigned the Math and Writing Placement Testing process to ensure accurate placement and monitoring of student success based on placement.
- Designed new survey for incoming freshmen to LAS to determine academic goals.
- Advised LAS students with desired baccalaureate program (8-semester plan) in mind.
- Hold bi-annual "Be All You Can Be, Stay at FSC" internal transfer fairs for LAS students.
- Using the student risk score in CRM Advise to code students with weighted risk factors (ex. by disciplines, race/ethnicity/SES) that have 61-90 credits that we know based on our inferential data analysis tend to struggle/slowdown in credits. The student success score is shared with academic departments which are expected to reach out to those students.
- Opened conversations with academic departments about the data pertaining to their students and ask that they look into any curricular roadblocks/bottlenecks that may be part of the slowdown.

Financial Position:

As a result of strong enrollment, prudent management, and careful spending, the College is in excellent financial position with unrestricted operating reserves exceeding \$50M. We are identifying strategic priorities for which funds should be appropriated to further strengthen the institution; among these are the need to address salary disparities, and fund continuous improvement of the campus in technology, classrooms, and lab facilities. Farmingdale has been able to fund new faculty positions that will permit the growth of key new academic programs to

assist in sustaining high enrollment, improve the student/full-time faculty ratio, and permit greater student/faculty interaction.

Over the last three years the College has made about \$20M in investments to address campus needs. These include a civil engineering lab, an air traffic control simulator, improved instructional technology, and numerous aesthetic improvements. More recently investments in a Radio Frequency lab, new aquarium for the Bioscience program, and various residence halls, athletic and recreation space upgrades have been completed.

The College's strong financial position permitted the institution to award over \$600,000 in raises to its faculty and professional staff earlier this year. Just over 50% of both full-time faculty and professionals received these raises. Additionally, starting salaries for some faculty positions were increased.

Fundraising:

FSC's Development and Alumni Engagement Office has turned a corner after years of underperforming and set several new records in 2022-23. For the second consecutive year, the Foundation set a fundraising record, with over \$5M in gifts. As of mid-2023 the Foundation holds over \$14M in assets which have doubled since 2019-20. In that same time, the College Foundation has more than doubled the number of individual donors and tripled the level of cash pledges. Within an 18-month window, four of the largest gifts in College history have been received. These gifts allowed FSC to launch its first college-wide honors program in which 40 students have received renewable scholarships of at least \$1,000 and the opportunity to be involved in specialized courses and dedicated programming and activities. In addition, a single gift of \$1.4 million supported the creation of a new radio frequency lab on campus which was dedicated in Spring, 2023. An estate gift of nearly \$1M is supporting improved fitness and recreation facilities for students as well as scientific equipment for faculty research.

In November 2022, we announced a major gift from Bethpage Federal Credit Union totaling \$100,000 to the student emergency fund, which was created during COVID. Additional support continues to flow into the Fund. These gifts have been transformative for several students facing family crisis enabling them to graduate. These students would have left the College without the support of the Fund.

Most recently, the College received a pledge of \$750,000 to create a student investment club and a trading room in the School of Business. As the School approaches completion of the AACSB accreditation process, the gift will further enhance its reputation and appeal to prospective students.

The Farmingdale Foundation recently received an award of \$128,000 from the Heckscher Foundation which will meet the College's cost share obligation for its SUNY Transformation Fund proposal. Additionally, through the assistance of three state legislators, the College is receiving significant support for its aeronautical sciences program.

For many years Farmingdale College Foundation was not, on balance, an asset to the institution and its place in aiding the College was unclear. This has changed dramatically. Recently, the Foundation received the platinum seal of transparency from Candid (formerly Guidestar). The

Foundation now attracts significant annual giving, a record number of major gifts, and provides growing support for both student scholarships and campus initiatives.

Student Success/Outcomes:

Farmingdale promotes itself as an engine of opportunity. In Spring 2022 the College launched its Metrics That Matter campaign that focuses on student achievement, employment opportunities, and early career earnings. These metrics continue to have a prominent place on the College's homepage. FSC was ranked in the top 2% nationally in early career earnings according to *CollegeNet's* Social Mobility Index. Previously, data from *The Wall Street Journal* highlight a number of FSC degree programs. Fourteen Farmingdale programs appear within the top quarter of programs ranked by return on investment. Eight programs appeared in the top ten nationally.

In Summer 2023, the College was ranked #6 nationally by *Washington Monthly* for advancing student social mobility, #27 for promoting public service and #37 in earning performance of its graduates.

The College's semiannual survey of graduates continues to show that nearly 90% of responders are gainfully employed or pursuing graduate degrees within six months. More importantly, the vast majority are employed in positions directly related to their field of study. The most current graduate survey indicates that there has been a recent spike in the share of recent grads earning \$60,000 or more. Nearly 45% of May 2022 graduates report salaries at or above that level. Perhaps most interesting is that FSC seems to be integral to addressing the Long Island region brain drain. Three-quarters of graduates who are employed are working on Long Island and nearly 60% expect to pursue their careers here. FSC's place in helping to retain local talent has been widely noted within the Long Island business community.

Perhaps nothing underscores the value of the FSC experience more than the success of its students on national and regional licensure and certification exams. In recent years, students in FSC's Nursing, Dental Hygiene, Med Lab Science, and Professional Pilot programs have each achieved stellar licensure/certification pass rates. In 2022, 100% of Dental Hygiene students passed the NBDHE and CDCA exams. Nursing students passed the NCLEX exam at rates of 95% and 98% respectively in 2022 and 2023. Medical Laboratory Science students achieved a pass rate of 86% in 2023. In Aeronautical Sciences, all students completed the five certification exams on either the first or second attempt.

Students in the College's opportunity programs (EOP, C-STEP, TRIO) show consistently high retention rates. The average Year 1 to Year 2 retention rate over five years (2018-22) for EOP was 82%. For TRIO this rate was 88% and for CSTEP 93%. In each case the year one to year two retention rates exceed the college-wide average. For TRIO and CSTEP the six-year graduation rates (67% and 77%, respectively) remain higher than the college-wide average. However, the average EOP six-year graduation rate from 2015-2017 fell below 50% and is an area of some concern.

Farmingdale continues to enroll a group of about 60 Sillcox Scholars with an annual gift from the Tortora-Sillcox Foundation. The Sillcox' have given over \$2 million since 2016 to support the scholarship program. These students are overwhelmingly from distressed school districts and

would be unlikely to pursue college without the Sillcox/Farmingdale partnership. Notably, Mark Sillcox recently commended Farmingdale as the only campus that assists Sillcox scholars without seeking additional staff. Leslie and Mark Sillcox have informed us of their intention to phase out their extraordinary support for college students. FSC will need to seek ways to backfill or replicate the level of support the Sillcox' provide for dozens of students.

Since 2016 the College has hosted the Research Aligned Mentorship (RAM) program initially supported by a US Department of Education First in the World grant. Over the six full years of the program, the retention rate for the hundreds of students who participated in cohorts 1 – 6 is about 90%. The program now has served well over 750 students. Retention and graduation rates for these students can run as high as 10-12 percentage points above the averages for non-RAM student. 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 has been 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. Civil Engineering Technology now enrolls 127 students with 357 enrolled in Computer Science. This program has doubled in size in a single academic year while Civil Engineering grew by over 60%.

FSC is a SUNY leader in microcredentials, which offers ways to both enhance the value of the student experience and build on the College's mission to be recognized as a center for applied learning.

The College currently offers 24 Microcredentials through credit-bearing coursework, co-curricular activities, and workforce development workshops. In the academic year 2022-2023, FSC awarded a total of 75 microcredentials, including the areas of Developmental Science - Child Emphasis; Child Development Associate; Advanced Speaking and Writing; Building Construction, Mechanical Engineering & Plumbing, and Energy Systems; Geothermal Accredited Installer; and Building Graphics and Statistics, among others. A new microcredential in Hospitality Management was created conjunction with the industry in this region.

Expanding upon the College's Diversity, Equity, Inclusion, and Social Justice (DEISJ) initiative, FSC also offered a first-of-its kind Microcredential specifically for faculty to become certified instructors for DEISJ-designated courses at the College. Within the past year, 27 faculty completed this training and received the DEISJ Certified Instructor Microcredential. These faculty are now contributing to the College's commitment to equity by teaching DEISJ-designated course sections in the Fall of 2023.

In 2022, the College launched a Division of Computing within its School of Engineering Technology. As noted, the computer and information technology fields at FSC have been a pillar of the College's steady, stable enrollment. The Division houses several programs that share courses and faculty while enrolling well over 1,000 students. The SUNY system recently

adopted capital plan calls for the construction of a \$75M Center for Computer Sciences and Information which will house these programs. Farmingdale is fortunate to have received \$30M from New York's Long Island Investment Fund to support construction. To date, this is the single largest LIIF award.

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 has been submitted and a Human Resources Management certificate has been approved and registered. Approval to deliver the colleges Applied Economics degree online was recently approved.

The Nexus Center for Applied Learning and Career Development continues to establish Farmingdale State College as a leader in applied/experiential learning. The Center also serves as a hub for the College's community engagement initiatives by overseeing the Office for Community and Civic Engagement.

One hundred percent of our baccalaureate graduates have gained hands-on practical experience by satisfying the College's applied learning graduation requirement. The Center facilitates the formal approval process for credit-bearing courses and co-curricular activities through a faculty-comprised Applied Learning Review Board. Since the Center's launch, there has been an 86% increase in the number of applied learning courses. In 2022-2023, 2,755 students participated in credit-bearing applied learning placements. The College has hosted over 100 approved co-curricular activities with over 600 students earning graduation credit, including in activities supporting DEI and civic engagement.

The Center cultivated industry partnerships to support students in applied learning experiences, including recruiting STEM talent for The Estée Lauder Companies, with a pilot internship program conducted at the company's laboratory, and office space at Broad Hollow Bioscience Park (BHBP), located on the FSC campus.

The Center conducts activities in support of the College's national Carnegie Classification designation for Community Engagement, collaborating with departments campus-wide to promote the education of students and their engagement with community partners for the public good. Last spring, FSC hosted an inaugural Day of Service to raise awareness of human rights, with a special presentation by celebrity activist, George Takei. Five hundred fifteen pounds of toiletry items were donated by campus members to support the FSC Food Pantry and local community service organizations.

Program-level accreditation remains a key institutional priority. The School of Engineering Technology earned renewed ABET accreditation of seven programs and in fall 2023 is undergoing ABET accreditation review of the Civil Engineering Technology program that now enrolls 125 students just three years after being launched. The College has invested over \$1.2M for upgrades and equipment for this program. The School of Engineering Technology ranks in the top three nationally in the number of engineering technology graduates it produced and in the number of underrepresented minority students graduating with engineering technology degrees.

The School of Business is advancing toward Association to Advance Collegiate Schools of Business accreditation. The College's Sport Management program is now seeking accreditation through the Commission on Sports Management Accreditation. In 2023 the College's Medical Laboratory Science program received reaccreditation for the maximum 10-year period from the National Accrediting Agency for Clinical Laboratory Science. Recently the College's Dental Hygiene program hosted a very successful reaccreditation visit from the Commission on Dental Accreditation.

FSC was awarded specialized accreditation for its University in the High School (UHS) program in 2020, through the National Alliance of Concurrent Enrollment. The UHS program partners with over 100 schools and enrolls over 5,500 students across Long Island. It has become an important recruitment vehicle for the College. About 15% of FSC's first-time full-time students in Fall 2023 have earned UHS credit through FSC.

After nearly two years of planning and fundraising, the College has established an honors program that is currently enrolling five students in each of the College's four schools. Funding is in place to recruit five honors students annually to each of the schools for a maximum of 80 honors students.

Diversity and Inclusive Excellence:

FSC is now a majority minority institution. In Fall 2023 the College again earned Higher Education Excellence in Diversity (HEED) recognition fulfilling a notable institutional goal. HEED recognizes colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.

In early 2023, Farmingdale was identified as an Hispanic Serving Institution as well as receiving Asian-American, Native American, Pacific Islander designation. Our Hispanic population constitutes about 26-27% of our student body. This diversity extends beyond race and ethnicity. Approximately 220 students are veterans of the US armed forces, a significant increase over previous years. We believe this to be among the highest concentration of student vets in the SUNY System. This is often an overlooked population on campuses and a group that should receive greater recognition. Given the significant population of vets on Long Island, the population also presents a recruitment opportunity which the College should actively pursue. The College has approximately 410 lawful permanent resident students, a slight decline from prior years.

The Diversity, Equity and Inclusive Excellence office completed a campus-wide equity scorecard that has been shared with the campus community and is available through the College web site. The scorecard has been out for over a year and the DEI office, in conjunction with Marketing and Communication will update this.

Farmingdale, does, have a gender gap in enrollment, particularly in its School of Engineering Technology and its Business School. The gender imbalance is concerning, particularly in light of national trends. However, this also presents a recruitment opportunity. Additionally, the diversity office and academic access and opportunity programs are rekindling the STEM Diversity Summit which, prior to COVID, attracted several hundred high school students to campus.

In 2021, FSC successfully launched its inaugural “First Gen Proud” event which brought together students, faculty, and staff. The week-long celebration has expanded to recognize and support first-generation college students. The program is continuing on an even larger scale in Fall 2022.

The College is cognizant of the need to recruit and retain a more diverse faculty. Toward that goal, Farmingdale is participating in the Alliances for Graduate Education and the Professoriate (AGEP) funded by the National Science Foundation. This is the first individual NSF grant awarded to Farmingdale.

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, paving the way for increased diversity, and allowing minority FSC undergraduate students to see themselves more represented in the faculty body.

In order to more actively recruit a diverse pool of faculty and staff, we are reaching out directly to graduate academic departments at the four SUNY university centers to try to engage graduate students who are completing terminal degrees and seeking academic appointments. The College’s CDO and HR talent acquisition specialist will be collaborating on this effort.

The College implemented a Memorandum of Understanding with TheDream.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. Our first cohort of over 20 Dreamers arrived on campus in Fall 2022 and the program now enrolls 40 students. Farmingdale is the first SUNY college and first Long Island institution to sign an agreement with The Dream, and its work with The Dream is now being replicated at other SUNY institutions.

Organizational Structure:

A number of organizational changes have taken place. The attempt to integrate enrollment and student engagement did not prove successful and prompted some staffing changes. The Student Affairs division has flourished with a return to a traditional, flatter structure, and new leadership. Campus activities of all kinds continue to proliferate and attendance is much improved. These include marquee events that have attracted external attention. New staff were added in campus housing, campus recreation, and other areas and student engagement is increasing.

In summer 2023, the College moved to separate the Marketing and Communications Office from the Development office. A new chief communications officer and an external relations manager have been hired. The College is now investing heavily in raising its profile and visibility in the region through both purchased and earned media. Enhancements to the Branding campaign, web site and to campus publications are well underway.

Enrollment Management is currently reporting to the Vice President of Administration and Finance. However, a national search is underway for a cabinet level Vice President of Enrollment Management. The position is much needed in an increasingly competitive environment.

Student Engagement:

The College has made major advances in the areas of student engagement and student life. Long known principally as a commuter serving institution, the College's residence halls were filled in both Fall 2022 and 2023 as a result of new staff, aggressive promotion, policy changes and improvements in programming. In each of these terms, the demand for campus housing was so strong that a wait list of over 100 students was created and triple rooms were used in a limited number of cases. The residential population continued to increase despite having the second largest residential facility offline for renovation.

In 2022, resident assistant training was completely redesigned with a focus on crisis recognition and intervention. During the 2022-23 academic year improvements, including a new kitchen area, were made to Alumni Hall—the most popular hall for returning students. Dewey Hall is currently undergoing complete rehabilitation and will be available for occupancy in Fall 2024. For Fall 2023 some major improvements were made to Orchard Hall—the largest dorm. These included the addition of a new patio and a number of internal enhancements.

New staff in student activities have generated much greater levels of attendance and interest in campus programs and events. Collectively, the new staff have largely integrated campus programming efforts between residence life, campus recreation, student activities and Greek Life. The changes made in just over a year have transformed the level of student engagement and helped lead to a substantial expansion in the number of student clubs and organizations. The synergy between the various student life departments has undoubtedly reinforced the growing desire of students to reside on campus.

Additionally, new staff in campus recreation and in the dean of students' office have created a more ambitious and engaging series of programs that help make it worthwhile to stay on campus. These include more guest speakers, both passive and active recreational and health programs, a fitness program, special celebrations, expanded Greek life (which grew by 40% to include over 300 students), added student clubs and extended hours in some student service areas. Esports continues to experience exponential growth resulting in over 150 students active as members of 10 competitive teams.

The Office of Campus Activities increased their efforts to provide programming designed to cater to the interests of our diverse and largely commuter population to great success. The highlights of the new programming included a reactivated homecoming weekend, a lecture on leadership from former New York Giant quarterback Eli Manning, and a lecture on diversity from actor George Takaki, who spoke of his experience being detained in an internment camp during World War II along with the struggles he faces growing up as a gay man of Japanese descent.

The office of Campus Recreation took over the responsibility of supervising club athletic teams. They immediately began to look for ways to increase student participation through the addition of sports that we had not traditionally offered with a goal of adding one new sport per semester for the next two years and then re-evaluating. A men's cricket team was the first new offering, with plans to offer Woman's Flag Football and Men's Lacrosse in the upcoming semesters.

After a year of renovations, the Health and Wellness Center had a grand re-opening of their new modern medical center to much success. The Center is currently seeing patient volume that is 20% higher than witnessed in their busiest year prior to the COVID-19 outbreak. Campus Mental Health has also continued to see an uptick in the request for counseling services. In order to accommodate the growing need, evening hours were increased, an additional intern was hired, and an evidence based Virtual reality program was implemented to help patients improve social functioning, cognition, and symptomatology.

Civic Engagement, Partnerships and Economic Development:

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. The College's Nexus Center for Applied Learning and Career Development has taken responsibility of maintaining the Carnegie designation and building on FSC's involvement with the broader community. A new Office of Community and Civic Engagement was launched to further our Carnegie Community Engagement Classification.

The College was successful in filling the vacant building at the Broadhollow Bioscience Park. The long vacant building is now leased by the Estée Lauder Companies. This is considered as a regionally significant achievement as FSC—a partner in BHBP—worked for nearly three years to secure an anchor tenant and an agreement that provides recurring benefit to the campus. The five-year arrangement provides \$350,000 in recurring revenue to the College Foundation and offers internship opportunities to FSC students in the biosciences and other fields. College officials are now taking a more active position in working to expand the importance of Broadhollow in recruiting bioscience and biotechnology firms to the region.

Farmingdale, along with Stony Brook, successfully launched the Offshore Wind Training Institute (OWTI), after three years of work. An initial Request for Proposals issued in Spring 2023 led to the OWTI awards totaling \$4-5M were distributed to SUNY institutions across all sectors including HVCC, Alfred State College, SUNY Poly, Farmingdale, Stony Brook, and UB. The balance of approximately \$4M will be awarded in November or December of this year.

In 2022, the College secured Land Lease legislation which will permit a partnership that will lead to the development of approximately 10-12 acres as a lacrosse complex on the FSC campus. The fields will be available for college use and will host tournaments that will generate a recurring flow of revenue to the College. Subsequently, the Farmingdale Development Corporation will provide a legal entity separate from the College to manage this project.

More recently, the College began conversation with the SUCF, Empire State Development, and the Executive Chamber about the prospect of developing a vacant eight-acre parcel to help address the acute housing shortage facing Long Island. The parcel is situated at an ideal

intersection and support is being solicited from local elected officials and state legislators to develop the site in a way that would provide financial benefit to the College while addressing a critical economic development need. A Request for Proposals will be developed soon and the College has asked its three state legislators to sponsor land lease legislation that will permit the project to go forward.

Sustainability:

Recently, Farmingdale was again included among America's Green Colleges Guide published by the Princeton Review. The College has also received designations as a Bicycle Friendly campus, a Tree Campus USA selection by the Arbor Day Foundation and a Bee Campus USA designation. The College is building a new pollinator garden designed by a student and hosts a Giving garden in conjunction with Island Harvest food bank. In 2023 Farmingdale became part of the Bethpage Federal Credit Union bike share program. The FSC bikes have become among the most used in the program.

In Fall 2022 the College hired managers for both energy management and sustainability. The energy manager's position has already paid for itself in savings and rebates. The sustainability manager has significantly expanded programming around recycling, shared transportation, and waste reduction.

Additionally, the College is seeking to site an 8-9 MGW solar array on campus-owned land. If constructed, the solar panels may deliver up to 70% of campus energy needs and help meet SUNY and state climate goals.

Looking Forward:

Farmingdale's most pressing challenges are demographic and infrastructural. We expect that the strong enrollment growth experienced in recent years will subside unless steps are taken to recruit new populations and build new partnerships. This 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. This is underway in our joint admissions agreement with NCC and SCCC. In addition, the Provost's Office completed other joint admissions agreements with various community colleges.

To best recruit community college students, part of our SUNY Transformation Fund proposal considers the offering of upper division FSC bachelor level degrees at these community college campuses to retain students on Long Island and within the System. Farmingdale is working closely with NCC to deliver the junior and senior years of FSC's Applied Psychology program at Nassau. Prospects are good that the program can begin in Fall 2024 and an interinstitutional agreement/MOU between the two institutions is being drafted. Less advanced is the delivery of the upper division of Farmingdale's Business Management degree at SCCC. However, meetings intended to move this forward are scheduled for this semester. Farmingdale's provost is submitting the required substantive change to Middle States to allow these programs to go forward.

Beyond this, the College will need to improve in 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. Previously, FSC has benefitted greatly from SUNY's reenroll to complete initiatives. Given the retention issues for third- and fourth-year students, the College will need to prioritize outreach to encourage these populations to return.

New academic programs have been at the center of Farmingdale's enrollment growth. As noted previously, some new programs are being developed for distance education, others will be delivered on campus. In addition to the microcredentials and programs mentioned, academic areas are exploring an Applied Physics degree and programs in regulatory affairs that would build on the College's strong Bioscience program and its connection with Estée Lauder and the Broadhollow Bioscience Park.

The College will need to think creatively about new academic programs. Students will increasingly expect credentials that can be delivered over a shorter duration, at different locations, and by other means than the traditional baccalaureate degree.

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 Geographic Information Systems, brings total enrollment in these fields to nearly 1,000 students. The College has integrated these programs in a Division of Computing and has secured funding from SUNY and the Long Island Investment Fund to build a much needed new, academic building to house this Center. The \$30M secured from the LIIF was the largest single award from the fund. Although \$250 million has been committed to campus renovation projects that will dramatically improve Farmingdale's aging infrastructure, the new building for Computer and Security Systems is vital to FSC's growth and will raise the profile and appeal of the College to current and prospective students.

The Cabinet understands that past growth and success do not assure a successful future and has completed work with Simpson Scarborough to gauging internal and external perceptions of the College, identifying brand pillars and undertaking steps that will raise the profile of the institution. The result has been an expanded branding and marketing campaign that is intended to raise the profile of the College in the Long Island region from which it draws the overwhelming majority of its students. New videos, additional advertising, new and different events, revised and improved campus publications, and a more concerted effort to garner earned media and attract prominent events to campus are all underway.

Farmingdale remains a very strong institution, but one that needs to be cognizant of the changing landscape in higher education and its brand identity. The College will need to become better at focusing on the specific needs of its students who are overwhelmingly commuters. As Simpson Scarborough pointed out, Farmingdale should be a college that distinctively serves commuters, not just simply a commuter campus.

Although the College is quite distinctive in its program mix, it will need to better differentiate itself in a competitive environment. Its recent branding and marketing campaign is a step in that direction. Much more will need to be done.