
General Faculty Meeting: **Strategic Planning 2023-2024: Report From The President**

Monday, April 29, 2024

4 pm – 5:30 pm

106 Lanigan and via Zoom

Agenda

1. Guiding Documents
2. Progress to Date
3. The Evolution of Our Plan
4. Timeline
5. Questions/Comments

Strategic Planning 2023-2024 Guiding Documents

- Vision 4040: Expanding SUNY Oswego's Promise
- Current SUNY Oswego Institutional Priorities
- SUNY's Four Pillars
- Postsecondary Value Commission: Ensuring Equitable Postsecondary Value: An Action Agenda

Vision 4040: Expanding SUNY Oswego's Promise

- We are embarking in a long-term vision for growth.
- This plan will be for the early years of this vision.
- This plan will be about growing the credentials awarded and the educational and economic opportunities that come with that.
- This plan aims to lead us towards sustainability, vitality, and increased visibility.

SUNY Oswego's Current Institutional Priorities & SUNY's Four Pillars

Current SUNY Oswego Priorities

- Student Success
- Academic and Creative Excellence
- Inclusive Community
- Sustainability
- Partnerships

SUNY's Four Pillars

- Student Success
- Research and Scholarship
- Diversity, Equity, and Inclusion
- Economic Development and Upward Mobility

[Strategic Planning for 2020 and Beyond](#)
[Previous Plans, including the Tomorrow Plan 2014](#)
[SUNY Chancellor's State of the University Address 2023](#)

Ensuring Equitable Postsecondary Value: An Action Agenda

- Equalize Access to Increase Postsecondary Value
- Remove affordability as an Impediment to Postsecondary Value
- Eliminate Completion Gaps and Strengthen Post-College Outcomes to Ensure Postsecondary Value
- Improve Data to Expose and Address Inequitable Postsecondary Value
- Promote Social Justice by Providing Equitable Postsecondary Value

[Postsecondary Value Commission Reports](#)

Fall 2023

- President appoints Strategic Plan Steering Committee (18 members)
 - Co-chairs:
Provost Scott Furlong
Faculty Assembly Chair Elizabeth Schmitt
Deputy to the President for Strategy and Planning Mary Toale
- President appoints Strategic Plan Sub-committees (99 members)

Strategic Planning: Anchor Sub-committees and Co-chairs

1. **Equity Informed Student Success:**

Kristin Croyle, Dean, College of Liberal Arts and Sciences

Christy Huynh, Dean of Students

Christine Vasquez, CSTEP Director

2. **A Vibrant Faculty and Staff:**

Amy Bidwell, Associate Professor, Health Promotion and Wellness

Lynn Braun, Director, Counseling Services

Amy Plotner, Assistant Vice President, Human Resources

[Strategic Planning: Anchor Sub-committees](#)

Strategic Planning: Anchor Sub-committees and Co-chairs (2)

3. Resourcing for Sustainable Growth:

Rod Andrews, Assistant Vice President, Admissions and Financial Aid

Jennifer Hill, Executive Director, Career Services, Corporate and Foundation Relations

Amy Shore, Professor, Cinema & Screen Studies

4. A Regional Presence:

Sandy Bargainnier, Professor, Health Promotion Wellness

Jill Pippin, Dean, Extended Learning

Irene Scruton, Director, MBA Programs

[Strategic Planning: Anchor Sub-committees](#)

Strategic Planning: Anchor Sub-committees and Co-chairs (2)

5. **Cultivating a Reputation for Excellence:**

Kestas Bendinskas, Distinguished Professor, Chemistry

Rameen Mohammadi, Associate Provost, Undergraduate and Special Programs

Nick Malchoff, Director of Marketing, Division of Marketing and Communications

[Strategic Planning: Anchor Sub-committees](#)

Subcommittee Work

- Drafting Goals, Strategies And Metrics
- Working With Facilitators
- Delivered Their Most Impactful Ideas To The Strategic Planning Steering Committee (SPSC) By 3/31

Focus Group Meetings

Focus Group and Feedback Activities:

- Six Focus Groups held in January/February
- Campus engagement session in March
- External stakeholder engagement session in March
- Over 320 participants in total

Focus Group Meetings

Some key findings/questions:

1. We need to get our story out there.
2. We create great opportunities for our students, but we need more comprehensive, equity-informed support.
3. We need to benchmark and track campus climate. (survey)

Focus Group Meetings

Some key findings/questions (2):

4. There is great opportunity to better connect to Oswego County and the greater region.
5. How do we engage ALL of our students? (Syracuse, online, etc.)
6. How do we fund needed changes to our academic and physical infrastructure?

Equity Informed Student Success

1. Support ALL students, including a range of special populations, identifying and minimizing barriers.
2. Provide an exceptional educational experience that is characterized by the integration of high-impact practices into the academic experience for all students.
3. Provide a supportive, challenging, exciting, and well-defined Oswego experience at entry for all students to provide a strong foundation for their future success at the institution and beyond.

A Vibrant Faculty and Staff

1. Benchmarking organization culture (climate survey).
2. Investment in professional development.
3. Recruitment and retention of faculty and staff to reflect the student body.
4. Implement requirements for the use of high-impact practices.

Resourcing for Growth

1. Establish a resource map that connects present state to future state.
2. Establish a process for determining the viability of new programs.
3. Determine thresholds of viability for new programs.

A Regional Presence

1. Cultivate and amplify unique university traditions, introduce an iconic mascot, and craft a recognizable logo to bolster its brand presence and broaden its local and regional influence.
2. Enhance our relevancy, connection, and impact within the region through various avenues such as establishing distinctive gateways, forging partnerships, and facilitating initiatives.
3. Enhance our infrastructure, both in terms of personnel and systems, to accommodate a more comprehensive array of university, community, and professional events and conferences across both the Oswego and Syracuse campuses.

Cultivating a Reputation for Success

1. **Branding:** It is time to put forth a concerted effort in establishing our brand and ensuring messaging and marketing about our campus that support the brand.
2. **Unified digital experience:** Create a seamless digital environment for all stakeholders that is targeted to their needs and understanding of the campus.
3. **Campus experience:** Infrastructure to support a healthy and vibrant experience on our campus is critical.

EVOLUTION OF OUR STRATEGIC PLAN

Strategic Anchors:

Subcommittees have developed strategies and operational plans that support the institution's overall goals



Strategic Drivers:

Looking forward, what do we need to do? Set goals for each driver and develop strategies and metrics

EVOLUTION OF OUR STRATEGIC PLAN

GROW

Increasing educational opportunities

CONNECT

Embrace and expand our regional connections and elevate the SUNY Oswego experience

THRIVE

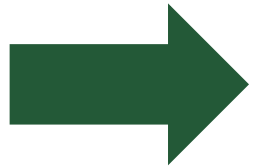
Provide the resources and environment necessary to ensure all can thrive and feel as if they belong to the SUNY Oswego community

EVOLUTION OF OUR STRATEGIC PLAN

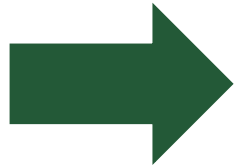


EVOLUTION OF OUR STRATEGIC PLAN

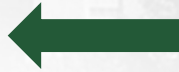
DRIVERS



GOAL



STRATEGIES



Strategic Anchors:

Subcommittees have developed strategies and operational plans that support the institution's overall goals

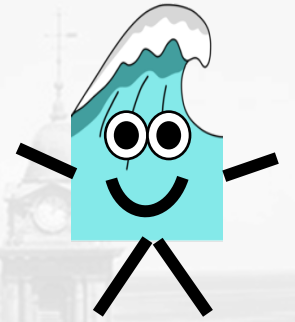
Note: Strategic Plans have their unique vocabulary. It's not really standardized.

implementation
evaluation strategies
SWOT anchors continuous
improvement KPIs goals actions
subgoals objectives vision
brand plan strategic outcomes
stakeholder drivers tactics
mission
allocation

**Let's build out
examples of how
this might work.**

Connect

Maybe a Mascot?



Goal: Establish, elevate and allocate resources for branding and marketing the Oswego experience

- Hire an executive level marketing leader by October 2024
- Hire an external branding firm by January 2025
- Broaden media coverage of SUNY Oswego beyond local markets
- Improve online user experience



Connect (other possible goals)

- Provide more academic programming needed for the CNY region
- Improve institutional stake/presence in the region's economic development
- Connect expertise of the campus to the wider community



Thrive

Goal: Support and strengthen human capital

- Provide financial and socio-emotional support for all faculty, staff and students – specifically from marginalized communities
- Integrate career-readiness across the curriculum
- An institutional recruitment and retention model for faculty and staff: pipelines, professional development, infrastructure for quality mentorship



Thrive (other possible goals)

Strengthen our financial position

- Zero-based budgeting
- Capital campaign
- Research grants in targeted areas (e.g., Great Lakes)

Support and strengthen our digital and physical infrastructure



Grow

Goal: Using equity-informed strategies to achieve annual enrollment goals across undergrad, grad and non-degree programs

- Grow credentials by X% by Fall 202X
- Increase new student enrollment to *2700 by 2029*
- Increase microcredential enrollment by XX% by 2029
- Achieve and sustain a new student retention rate of 80% for all students



Grow (other possible goals)

- Growth as transformation: academic programs/research and a university experience that is life-changing.
- Diversify recruitment streams (source, program).
- Develop a strategic enrollment plan.
- Department level planning that shows how each department will impact recruitment, retention/graduation and program development.



“Where am I in this plan?”

- This plan will be about putting us on the path of sustainability, vitality, and visibility.
- This plan is at an institution-level.
- With the rollout of an institution’s strategic plan, all units align their own goals with this plan.
- Reporting, resource allocation, etc., happens through this lens.

SUNY Oswego Strategic Planning 2023-2024

Updated Timeline

March 2024

- Reports from the subcommittees (3/31)

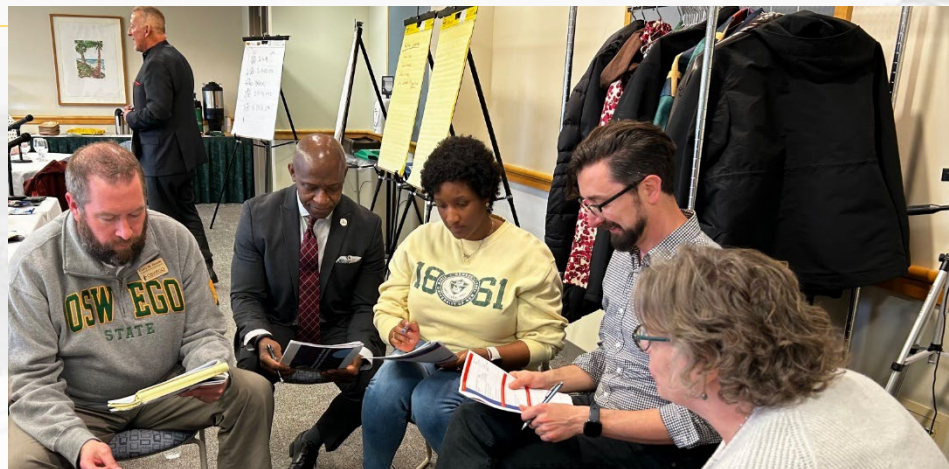
April 2024

- SPSC retreat with our external facilitators on April 24
- President's Report to the General Faculty on April 29

May - June 2024

- Finalize our Strategic Plan

Strategic Planning Workshop with AASCU Facilitators



A Question For You . . .

What's the most effective method for reviewing comments on a draft plan in early summer?

- Zoom Town Hall?
- Draft on the Strategic Planning Webpage with a Google form for comment?
- Other?

Questions / Comments?